



Date: March 9, 2015  
To: Members of the Corps of Discovery  
From: Julian Gresser

Re: **Peering Behind the Mask to Discover the Source Code of Character**

Dear Friends, Colleagues, and Members of the Corps of Discovery

I spoke on Wednesday with my old friend Jim Schrager, now a senior professor at the University of Chicago Business School and one of the top corporate strategists in the country. Jim advised that I provide one practical example on how the BHI system can make a measurable difference to a business person the day after she or he is exposed to it. So here's such an example.

How important might it be in a negotiation to peer behind the mask of another party and assess instantly his or her character? If the ancient Greeks were correct that character is destiny (actually the same insight is evident in many of the world's wisdom traditions), then you could have access to a source code of behavior. By enabling us to "Open the Heart and to See the Big Picture" BHI effectively upgrades every move of my earlier Player Integrity Profile (PIPs) analysis. The following brief note explains BHI PIPs and illustrates its application in one example.

### **Case # 1—Dissolving an Alliance with Dignity**

The parties had been collaborating to launch a new non-profit business for over a year. There was a strong strategic fit as expressed in their respective interests, capabilities, and connections. Organizationally the parties were also aligned. Their vision was strong and the product/service offering they had jointly developed was unique and timely.

The challenge was chemistry, exacerbated by physical distance which complicated effective communication. This led to many misunderstanding, miscommunications, false assumptions, and mistrust. One of the parties displayed a recurrent and odd pattern of warmly embracing various strategies and causes of action, but then abruptly and almost immediately repudiating them, accompanied by angry outbursts, accusations, and demands. Communications with outside parties were often furtive. Matters reached a crossroads when a new opportunity presented itself that might have launched the venture on a solid financial footing.

Instead of celebrating this realization of their dedicated efforts, it became the occasion for renewed suspicion, resentment, and rivalry. The following is the results of a BHI PIPs analysis on one of the parties. A detailed explanatory note on BHI PIPs follows the analysis.



**BHI PLAYER INTEGRITY PROFILE (PIPS) (Scale 1-10 being highest)**

Critical Factors	Low	Moderate	High
Matching (No Mismatching)	2		
Containment	3		
Trainability	0		
No Need, Non-Attachment	4		
Pain/Need Ratio	3		
No Assumptions	1		
No Expectations	1		
Embraces “No”	0		
Controls Arrogance, Vanity & Greed	3		
Sense of Ease/Time to Spare	2		
Listens	2		
Ability to Attend	1		
Focus		7	
Nurtures	2		
Gravitas		4	
Thoroughly Awake & Present	2		
Sees the World As It Is .....	1		
Sees the Big Picture .....	1		
BHI Integral Assessment (Heart, Mind, Hand)	H(2)xM(7)x H(2)=28		
<b>BHI PIPS Total Score (Note: Highest Possible Score=1180)</b>	<b>56</b>		

**Conclusion--Proposed Action:**

- The player’s BHI PIPs score is unusually low. The alliance is problematic at its core. Given that the party is untrainable, the chances of the discordant patterns continuing are extremely high. Moreover, it is likely that as the stakes get higher, the untoward behaviour will intensify. This is the opposite of a big hearted alliance. The only remaining task is how to terminate with BHI?
- The BHI move is to terminate by sending a gracious letter of appreciation in the spirit of friendship and goodwill, while remaining flexible if the other party so wishes to listen to his grievances and perspective. But it is time to move on.



### **General Comments: How To Use BHI PIPs**

- First, run a BHI PIPS analysis on the other party. This can include another negotiator, a prospective alliance party, a difficult opponent, indeed anyone whose mask you might want to peer behind. You can also run a BHI PIPs to begin to assess the character of an organization.
- Next, run a BHI PIPs on yourself to determine your own strengths and weaknesses.
- If the other party scores highly, focus on its greatest strengths. Now overlay your greatest strengths. Here is where you must concentrate your creative energies, where the chances of synergy and creative breakthroughs are highest.
- If the other party scores poorly, watch out! That person's greatest vulnerability will undermine yours. It is where you are most vulnerable. Be forewarned.
- If you want more data, you simply explore the patterns and narratives, the stories that you and the other parties are telling yourselves based on the source codes revealed by BHI PIPs.
- The more we "Open the Heart," the more powerful we become. Big Heart Intelligence taps into a powerful qi-love energy field rising connecting us to the earth, the sky, and the heavens. You can immediately feel this power. Every move in PIPs recalibrates when we re-examine it through an Open Heart.
- The data of PIPs also becomes more reliable, the more our integrity and BHI increases. This is because we no longer need to delude ourselves and can see as is written "face to face." We call this the "principle of increasing fidelity."

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Excerpt from Julian Gresser *Piloting through Chaos—The Explorers Mind*

(Bridge 21 Publications 2013)

Gresser:

**PLAYER  
INTEGRITY PROFILES  
(PIPs)**

If character is really the determinant of our destiny, as the Greeks and Chinese have written, what are some of the essential elements by which this source code of action is governed? For if we can uncover the core, we will be able to trace a hundred other qualities that constellate about it. Is there a way to predict how another's foibles from the perspective of integrity will play upon our weaknesses, how another's strengths will enhance our own? How can we use this knowledge for reconnaissance in following the path of The Five Rings?

PIPs (Player Integrity Profiles) affords a first glimpse into character by identifying the most essential elements from the perspective of integrity. The great Chinese military strategist, Sun Tzu, wrote twenty-three hundred years ago, "Know yourself and know your enemy, and you cannot be defeated in a hundred battles. Know yourself but fail to know your enemy, and you will win half the time, and lose the other half. Do not know yourself and fail to know your enemy, and you will lose every battle." (知彼知己，百戰不殆；不知彼而知己，一勝一負；不知彼，不知己，每戰必殆). PIPs is a modern adaptation of Sun Tzu's basic precept of military strategy.

Here are the essentials of PIPs. See Illustration. The first is **the principle of matching/mismatching**. In essence, does the player walk the talk? Does he act as he claims? By observing carefully you will know whether this person is authentic—is someone behind the mask? Or do we have a priest who takes advantage of his flock, a lawyer who bilks his (her) clients, an expert on fitness who smokes or is obese? Whenever you find a mismatch, in a deep sense, you find a flaw in integrity. In PIPs we assess this factor of matching/mismatching, as we do all other elements—low, moderate or high.

The second element is **the principle of containment**. One can think of integrity as a living "container," which is character. By working on character we can build the container. We can learn to "hold integrity" against the assaults of life.



If the container is constricted there is no breath, no life. If the container is too porous, it will hold very little. There can be no integrity. Some people live solitary and shut-up lives, scuttling back and forth like crayfish between dark recesses. Others leak like sieves, pouring out their feelings, needs and opinions to anyone who will listen. Both have serious problems with containment.

**Trainability** is the third element. Does this person embrace error and failure, reach for challenges, adjust nimbly and intelligently? Can she be like water, adapting willingly to the environment? Or is the fear of failure so strong, the self-sabotaging behaviours so entrenched, the character so brittle, that easy change is rarely possible?

**No need/no attachment** is the fourth element. There is a saying, “The great way is easy. No picking, no choosing.” The superior person, the person of integrity, will have few real needs. You will see little clawing for advantage.

**The pain/need ratio** is the fifth element. Here is an essential clue. How well can this person hold on to integrity before the Face of Pain, or does a little pain bring on a great panic? Persons of high integrity understand how to hold steady (high pain/need ratio) and will find their power within their pain.

**No assumptions/no expectations** is the sixth. We have already reviewed this principle at length. Find a penchant toward assumption and expectation and you will find a weakness that will breed ten other flaws.

**Embraces the ‘no’** is the seventh. Is this person terrified of ‘no,’ needs to be right, or unwilling to appear silly or foolish? These qualities flock together.

The eighth element is **arrogance, vanity and greed**. There can be little integrity when these qualities dominate, because everything will be inflated, inverted and distorted.

**A sense of ease and time to spare** is the ninth test. Those who need to grasp or become servants of their desires and expectations have little time to spare. They will never be at peace.



If they are ill at ease and have no time, how well will they listen, how easily will they attend?

The abilities **to listen well** and **to attend** are the tenth and eleventh elements. They do not always align with a sense of ease and time to spare, but usually they do. It is said, “When the universe roars only the heavenly dragon observes with calm delight.” The person of high integrity—the dragon—listens and observes when the rest of the world is steaming.

The twelfth test is **focus**. This quality does not always track with others. A player can have a focus of steel and score poorly in all the other qualities. A person of high integrity, however, who is fully present in the moment, can usually bring extraordinary powers of concentration to any issue at hand.

**Nurturing** is the next test. When you meet this person do you feel enriched and affirmed in her presence, or does she make you feel more lonely?

**Gravitas** is the fourteenth variable. *Gravitas* refers to a sense of weightedness—the whole person is before you. Here he is! Right here. Half of him is not musing somewhere in the past, the other half not distracted by the future. *Gravitas* transforms a person’s creative potential into action. Some people have good ideas but can’t embody them because they lack *gravitas*. But when you are grounded and connected, you will have the courage to take risks.

**Thoroughly awake and present** is the fifteenth quality. When you are with this person do you have a sense that someone is at home? I have mentioned Zuigan’s test. All of us to one extent or another are living in a dream. The question is how often do we wake up and realize it?

The final test of PIPs is does this person **see the world** objectively, **just as it is**, modestly and without a lot of ego clutter and noise? It is a formidable test because we all view the world in our own unique way, imperfectly.