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CHAPTER 1



THE PROBLEM

**“Is she out of her mind?” “What’s the matter with him?”
“Where did we go wrong?”**

**“We have pretty well finished the geographic exploration of the earth;
we have pushed the scientific exploration of nature, both lifeless and living, to a point at
which its main outlines have become clear; but the exploration of human nature and its
possibilities has scarcely begun. A vast New World and its possibilities
awaits its Columbus.”**

Julian Huxley

We’re all the same.

We’re all different.

Birds of a feather flock together.

Opposites attract.

Can all four statements be true? The fact of the matter is they are. So what is the significance of all this? To begin with, much of our misunderstandings and conflict in the world stem from our lack of knowledge understated by these four simple, yet seemingly conflicting truths.

They can all have their beginnings here—conflict between nations, factions within nations, spouses, family members, teachers and students, employers and employees and everyday

individuals. It is no stretch to say the results can be catastrophic—in wars, riots, suicides, divorce and untold heartache.

Can it be that basic—that serious? There is absolutely no question that it is.

So what is the answer to all this conflict and turmoil? It begins with the knowledge and understanding of our basic human nature and acting upon that knowledge. So that instead of all this confusion, we can ultimately glory in our differences.

Many learned books have already been written on this subject. But perhaps because they have been written by scientists or intellectuals in such a manner that only other scientists and intellectuals can fully appreciate, this critically important information has not become a part of the common culture. How sad. How unfortunate for us all.

We aim to change this

It's our goal to make this vital (and fascinating) material so easy to understand that it can be taught to and understood by any reasonable adult, or teenager in a matter of days or even hours.

We can think of no task that is more important or will yield greater benefits for people everywhere.

On a personal level, the benefits to each of us can be powerful and profound. Can you think of anything more important and valuable than understanding yourself (your strengths and limitations)...understanding others (how they think and what motivates them)...and in the process finding a new level of success in your professional and personal life...more harmonious and lasting relationships...and inner peace and joy?

As Julian Huxley pointed out at the beginning of this chapter, humankind has achieved so much in so many areas of life, it's unnecessary to even mention the high points. Yet, for all our spectacular accomplishments, our basic human nature, which is at the core of our existence and source of our experience in this world, seems to remain a mystery for most of us.

If we are all human beings that share a common nature, why are we so different in so many ways? Why must it be so hard for us to get along with one another? How is it some people feel, think and act so completely opposite from the way that you and I do?

I didn't have a clue

Hi, this is Dr. T, one of the authors. I used to be unable to understand or relate to most people. I just couldn't figure them out nor did I really want to. I just came to the conclusion that most people in the world were weird, stupid or crazy. Only a small circle of friends, family members or other people who thought as I did accounted for what I considered to be normal, functioning human beings. And these were the people that I held in high esteem. As for the others, my dealings with them usually ended up with poor results, because I just couldn't see things their

way—and they definitely couldn't see things my way. Do you now—or have you ever—felt like this?

As I grew older and somewhat more experienced associating with people, I began observing them more closely. Then, as I entered the business world, I had to deal with all kinds of people in a variety of ways. For reasons I'll explain later, I decided to try to improve myself in order to become more effective and more successful. I tried to learn just what makes people—including myself—do the things we do. Just maybe, I thought, if I could understand where other people were coming from, I could save myself and those around me a lot of unnecessary grief.

Life is so full of turmoil and heartache because we don't understand each other—wouldn't you agree? And we can usually find it close to home. What about your own family? Do sparks fly when certain of your in-laws get together? Or that brother and sister who haven't spoken to each other in years? Or is there at least one black sheep in the family that nobody understands? Could much of the confusion, pain and resulting mayhem have been avoided with the basic knowledge of what makes us who we are? The answer is a resounding YES. It's what this book is all about.

Or take your sister and brother-in-law. You and your wife love them both but they're having a difficult time loving each other. Their marriage has been on the rocks for years. Yes, they are quite different from each other in how they think, feel and act. But does that mean there is no way to solve their problem? We are certain there is a way. Again, it begins with knowledge. That's not just our opinion but solid scientific fact.

These are just a few examples of the seemingly endless array of problems we experience as human beings because we don't understand each other. We all have our own stories to tell of our being violated by another human in some fashion. We are all victims of some indiscretion by someone on a fairly regular basis. None of us is immune. You would think the universal nature of this inherent human conflict would warrant some attention. For some strange reason, this is not happening.

Our inability to understand and appreciate the differences between us can lead to problems which affect us deeply in so many ways. Issues with self-esteem, self-confidence, our direction and purpose in life—all are influenced by our lack of knowledge of our human nature.

What's wrong with women? What's wrong with men?

One of the most common problems we face as human beings is our inability to understand our counterparts of the opposite sex. So much of our human conflict is based upon our mutual lack of understanding of each other. Why does it have to be that way? Why are we so inherently different? Many a TV sit-com has its story line based on this kind of conflict. You've laughed at them yourself—these funny (when they happen to someone else) observations of this never-ending comedy/tragedy. Not so funny are they when it's you involved with a heated argument with your significant other?

There was a time in my own life when this inability to relate to women caused me much tribulation. I didn't have a clue how or why they were like they were or how to deal with them. Needless to say, I didn't have much luck in this department. I considered them very complicated and actually threatening to my way of thinking. My relationships with them were at best superficial and at worst a disaster. I ended up being single much longer than was acceptable to most mothers—including my own.

Then I met a very beautiful and intoxicating woman who knocked me off my feet. I believe Thumper in the Bambi movie called it twitterpated. I didn't know what had hit me and I sure wasn't prepared for what was in store for me. When I came out from under the ether, my life was turned completely upside down. I now had to deal with a headstrong woman who had a completely different viewpoint on life and who was very comfortable in telling me how she saw it. And, of course, she turned out to be the opposite of me in every way imaginable. I was now in the boot camp of conflict resolution and it wasn't easy. But I learned the hard way. Oh yes, I learned.

In reality, conflict is inherent in every aspect of this world—not just with people. Don't you agree? There are opposing forces working at all times in our external physical environments.

Which is best—night or day?

Aren't day and night opposites and conflicting in their natures? How about wet and dry, hot and cold or summer and winter? But obviously they aren't just opposites and conflicting, but complimentary in their ways. Which is more important—day or night? Of course, neither. If it were daylight all the time, the earth would become a barren, parched oven. With constant night, the opposite would occur. Earth would become a cold wasteland with no plants, flowers, crops or trees. Put the two in balance and look at the results. It's the same with other opposing forces.

Take the seasons, for example. Which is the best one—spring, summer, fall or winter? You might have your favorite but each has its own particular importance in the grand scheme of life. Each is different but complimentary to the others.

One of the lessons I've learned is that people are like that. Philosophers talk about the principle of duality. You wouldn't know what down is without an up. Or good without bad. No appreciation of dry without wet. You get the idea. Hard-soft. Black-white. In-out. Sweet-sour. And the list goes on. And most of all male-female. Or female-male.

Philosophers are probably the only group of people who really get jazzed up at this concept of duality. It is so fascinating to them that they have been talking about this subject for thousands of years. An ancient and revered Oriental philosophy called the Tao first explained duality and how it permeates everything in our lives. The Taoist philosophy developed the yin-yang principle to characterize and illustrate the conflicting, yet complementary polarity that can be observed in everything.

Scientists of physics have long studied and observed quantum mechanics which uses the principle of duality to describe how sub-atomic particles can behave as either a particle or a wave. Cool stuff if you are a scientist.

Where would you be without this duality?

If all this has you yawning a little, consider this: There's a technical revolution going on right now that uses this duality concept and it is radically changing your world as we speak. In fact, you'd be in sorry shape without this one.

It concerns an amazing fact about those highly complex technological advancements we all love these days. Like your computer. Digital camera. High definition TV. Cell phone. DVD. The internet. Your new car with nine or more mini-computers aboard. All of them—including virtually all modern technology—would not exist without one of the simplest dualities of them all.

That duality is the binary thing. As you probably know, binary means composed of two parts. That is “Yes” or “No”. Or “1” or “0”. Put them together in a series and you have a distinct entity or number that can be duplicated again and again, or stored or relayed to another component to create extremely complex systems. Such a simple thing. But it's what makes something digital instead of analog.

An ordinary watch with hands is analog. One with numbers is digital. You can't do a whole lot with an analog watch other than tell the time. Hook up a digital timepiece electronically with other systems and the possibilities are mind-boggling. Think about it. All this great technology would not be possible without the digital duality of “Yes or “No” or “1” or “0”.

Along with the invention of the wheel, use of fire and the safety pin, let's hear it for one of the simplest dualities of them all and one of the most significant. It's one more way dualities play such a vital role in our very existence as modern human beings.

Left Brain – Right Brain

Perhaps the most significant duality for any of us lies within our brain—or brains. You may be already aware that your brain and each of ours are literally divided into two distinct parts. The left brain is primarily concerned with reasoning and the right brain is the feeling and emotional side. We all use both, of course, but most of us have a preference for one or the other. Some are what could be called “whole-brained” but they are a minority.

There are major differences between the two brains. For example, you couldn't do math or count without your left brain but conversely you couldn't remember faces without your right brain. As we say so often in this book—the two brains may be different from each other but they also complement each other.

Throughout life, most of us are taught to concentrate on the left brain. $1 + 1 = 2$. But if you take those “1s” and form a Roman “V” they equal 5. Or, if we're dealing with human beings, 1

+ 1 can equal 3 or much more. (It's amazing what two people with complementing dualities can accomplish.) These are examples of right brain thinking (or thinking Out of the Box—see Chapters 11 and 12). Scholastic subjects that are left brain oriented emphasize logical thinking, accuracy and analysis. Conversely, right-brain subjects such as music and art focus on creativity, aesthetics and feeling.

Overall, in grade school and beyond, the overwhelming emphasis is on left brain thinking. The reasons are obvious. It's far easier to teach, for one, but it can cause concern for children and parents who have a natural inclination to utilize right brain thinking on a regular basis. Also, it seems that most men are left brain oriented while many more women lean toward right brain thinking. And that can lead to big time complications as we discuss in the chapters ahead.

Here is a brief chart that summarizes some the differences:

Left Brain	Right Brain
Rational	Emotional
Logical	Random
Objective	Subjective
Reason	Intuition
Thinks in terms of parts	Thinks in terms of the whole

It's a fascinating subject and emphasizes again what a key role dualities play in the lives of each and every one of us.

A great discovery still little understood

And this leads us to the great discovery made by a number of brilliant minds before us but still almost unknown and little understood. That is, in this world, in addition to dualities in gender, there are dualities in temperament. Each of us is born with these temperaments and personality traits through our genetic makeup. We may be similar to our parents, but often as not we are different. The whole process has an almost magical quality. Each of us has his/her own temperament structure at birth and, like the seasons, it is there for a reason. Each of us has traits that make us who we are and makes us special in the makeup of the world as a whole and society in general.

The key, of course, is to know ourselves and where we fit in—in order to become comfortable with who we are. Then understand others in order to appreciate them and their value to the big picture. Not only is this fascinating in itself but tremendously enlightening by allowing us to put conflict into a less personal arena. And from that can come peace in the valley.

If all this sounds like pie in the sky, it is anything but. It is factual, it can be learned in a relatively short time, and the results can be spectacular—for us as individuals, as family members, for local communities, nationally and even on a global scale.

Within these few pages you can...

(1) Discover who you are, how to take advantage of your strengths, recognize your shortcomings and become a better, happier person. (2) Identify, understand and appreciate the worth of all the other humans in your life.

The problem is clear. Our inability to get along with each other seems to be on the rise. Just look at our divorce rate and the turmoil in the world.

Fortunately, the solution is also clear. It lies in the pages that follow.