

# Endnotes

The reader may find additional insights in the references that follow.

## Choice

Humans like the idea of two, so that they can go on the quest for the singular ... but then they flip to the other one

Dilemma for humans is the choice between two.

At S3, they hated introducing the third, which creates a mess.

Dichotomy, can look at the OED for two-isms. So implicit that people don't like raising it. Complexity is someone adding a third.

Choice is a false choice. Bateson then helped in the difference that makes a difference, which rises above the two. The dichotomy is then two different things that really aren't different, and don't make a difference.

Warfare starts on trivial choices.

Greek philosophers may not have worried about the choice of two. Chinese philosophers maybe see this better.

West Churchman also like both plus more. In the Methods of Inquiry seminar, Churchman was on empiricism versus rationalism. 515 pages in the book is between the two. Only in brief periods where empiricism and rationalism put together, and they had huge progress. In the seminar, then DLH said that there must be more. Churchman was happy with this, Ackoff wasn't.

People who use four categories are in the dichotomy world, then can't get out of it. Churchman was into odd numbers. Ackoff liked evens. Inactive, reactive, preactive as 3, plus one (interactive)

Computer programming languages in the 1960s and 1970s were binary: 0s or 1s.

## The Individual and Groups

More clearly, would be social group ... but group alone is punchier.

If we use individuals, readers may think of others.

## Context

Conditions of success research project: Better to invest in finding a context, than defining a strategy. Less important to understand who you are, as egocentric. The large and arrogant make context, they don't need to know context.

Environment: one is conditions of the environment (social, physical), and the other was natural.

in the future, the dimension of the natural environment would influence the conditions of success (as construction changes the context).

Does the future matter, or just the present?

Context: what's going on is more important than what you want to do. It becomes anti-arrogant.

## Best!

Belief that you can solve a problem. You go with one side.

It's a way of making the complex simple.

But then the problem gets worse, and doesn't seem to have a solution.

Happiness is a temporary phenomenon, and then the drugs wear off.

## Both~

Can have black-white distinctions. Combining them doesn't guarantee getting to a higher plane. One wins and then other wins.

The challenge is how to get to more, but may end up with less.

## More?

Reaching for more may actually result in less.

Georgescu-Roegen: There's no difference between capitalism and socialism. Each eats up nature at the same rate. Both are defective. Have to go through a both phase before getting to more. The most than human beings can do is to economize.

More is a higher plane, with an entirely separate set of constructs.

## Changelessness and Change

People prefer the world they know, even if it's bad, rather than an uncertain future.

Cycling between best, both and more. Some want to aspire to more, but more isn't always sustainable.

If you can't get beyond the singular, there isn't much energy for war.

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