



# laetus in praesens

Alternative view of segmented documents via Kairos

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## Beyond the Matrix becoming other wise

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### Summary

An early study on this site that continues to attract a surprising number of visitors is:

- *Matrix Organization and Organizational Networks* (Annex II of: *Next Step in Inter-organizational Relationships*) 1971

What follows are pointers to various explorations of the challenges and opportunities that seem to lie "beyond the matrix". Although presented chronologically, to some extent as one learning pathway or "story" through selected themes and documents on this site, this "linear" organization is in fact progressively called into question here -- as with the implied "matrix" of this checklist.

Organization of the **themes of human activity in matrix terms** has since been systematically developed and applied:

- *Functional Classification in an Integrative Matrix of Human Preoccupations*, 1982

In contrast to such hierarchically ordered information, the theme of **networks and networking** is treated in an extensive range of documents:

- *Documents relating to Networking, Tensegrity, Virtual Organization*
- *Needs Communication: viable need patterns and their identification*, 1980

**Tensegrity** in particular offers an interesting way of ordering networks that balances challenge and harmony and transcends duality and polarization -- whether in social organization or the organization of knowledge (including the larger set of documents on this site:

*Distinguishing Emergent Conceptual Polarities: experimental ordering of a collection of research papers*, 2004). Documents focusing specifically on these questions include:

- *Documents relating to Polarization, Dilemmas and Duality*
- *Transcending Duality through Tensional Integrity: from systems-versus-networks to tensegrity organization*, 1978
- *Implementing Principles by Balancing Configurations of Functions: a tensegrity organization approach*, 1979
- *Configuring Globally and Contending Locally: shaping the global network of local bargains*, 1992

**Tensing networks** in this way is a means of responding to some of the weaknesses of **dysfunctional network organization**, as discussed in the following:

- *Networking Diseases: speculations towards the development of cures and preventive measures*, 1978
- *Tensing Associative Networks to contain the Fragmentation and Erosion of Collective Memory*, 1980
- *From Networking to Tensegrity Organization*, 1984

Of particular importance is the need to shift the focus from "**static**" to "**dynamic**" modes of organization, from "**structure**" to "**process**", in order to relate seemingly incompatible conditions::

- *Networking Alternation: an alternation network of 384 pathways of organizational transformation*, 1983
- *Reordering Networks of Incommensurable Concepts in Phased Cycles*, 1988
- *From statics to dynamics in sustainable community: navigating through chaos by playing on polarities as attitude correctors*. 1998
- *Dynamically Gated Conceptual Communities: emergent patterns of isolation within knowledge society*, 2004
- *Documents relating to Alternation, Dynamics, Movement*

This dynamic focus offers insights into a range of preoccupations, especially when understood in terms of **cycles**:

- *Alternating between Complementary Conditions: dialogue, vision, conference, policy, network, community and lifestyle*, 1983
- *Characteristics of Phases in 12-phase Learning-Action Cycle*, 1998
- *Towards Another Order of Sustainable Policy Cycles*, 1990
- *Navigating alternative conceptual realities: clues to the dynamics of enacting new paradigms through movement*, 2002 [text]

This highlights the importance of benefitting from the neglected insights of **Eastern cultures** (in addition to those of the West), especially in the light of the value of **metaphors** to comprehension of **more complex patterns** and **alternative modes of understanding**:

- *Transformation Metaphors: dialogue, vision, conferencing, policy, network, community and lifestyle*, 1997
- *Sustainable Cycles of Policies: Crop Rotation as a Metaphor*, 1988
- *Entering Alternative Realities -- Astronautics vs Noonautics: isomorphism between launching aerospace vehicles and launching vehicles of awareness*, 2002
- *Documents relating to Culture and Aesthetics*

One challenge is to be able to benefit from **other tools** and **forms of knowledge presentation** in order to comprehend such complexity:

- *Visualizing Relationship Networks: International, Interdisciplinary, Intersectoral*, 1992
- *Complementary Knowledge Analysis / Mapping Process*, 2006
- *Meta-challenges of the Future: for Networking through Think-tanks*, 2005
- *Knowledge Gardening through Music: patterns of coherence for future African management as an alternative to Project Logic*, 2000

An obvious shift beyond the matrix is to a **sphere-based geometry**, notably implicit in tensegrity organization:

- *Spherical Configuration of Categories to reflect systemic patterns of environmental checks and balances*, 1994
- *Spherical Configuration of Interlocking Roundtables: Internet enhancement of global self-organization through patterns of dialogue*, 1998
- *Spherical Accounting: using geometry to embody developmental integrity*, 2004
- *From Lateral Thinking to Voluminous Thinking: unexplored options for subterranean habitats in dense urban areas*, 2007

The shift beyond the matrix also calls for attention to the potential of **other geometries** and the alternative configurations they offer of "higher order":

- *Configuring Globally and Contending Locally: shaping the global network of local bargains*, 1992
  - *Representation of issue arenas on icosidodecahedral net*, 1992
- *Communication between Network Visualization and Music*, 2001
- *Cardioid Attractor Fundamental to Sustainability: 8 transactional games forming the heart of sustainable relationship*, 2005
- *Hyperaction through Hypercomprehension and Hyperdrive: necessary complement to proliferation of hypermedia in hypersociety*, 2006
- *Comprehension of Requisite Variety for Sustainable Psychosocial Dynamics: transforming a matrix classification onto intertwined tori*, 2006

Any patterning of "**higher order**" can be explored in terms of the quest for the "**pattern that connects**" and the new **questions** it implies:

- *Hyperspace Clues to the Psychology of the Pattern that Connects*, 2003
- *Engaging with Questions of Higher Order: cognitive vigilance required for higher degrees of twistedness*, 2004
- *Governance through Patterning Language: creative cognitive engagement contrasted with abdication of responsibility*, 2006
- *Documents relating to Quests, Questions and Answers*

This exploration of "higher orders" can also be associated with **Eastern metaphors** and **other media**:

- *Paradigm-shifting through transposition of key: a metaphoric illustration of unexplored possibilities for the future*. 1999
- *Enhancing the Quality of Knowing through Integration of East-West metaphors*, 2000
- *Commentary on Tao Te Ching Interpretation: and the possibility of higher order patterning*, 2003
- *9-fold Higher Order Patterning of Tao Te Ching Insights*, 2003
- *Ensuring Strategic Resilience through Haiku Patterns: reframing the scope of the "martial arts" in response to strategic threats*, 2006
- *Mapping Songlines of the Noosphere Use of hypergraphs in presentation of the I Ching and the Tao te Ching*, 2006
- *Polarities as Pluckable Tuned Strings: hypercomprehension through harmonics of value-based choice-making*, 2006
- *Tuning a Periodic Table of Religions, Epistemologies and Spirituality-- including the sciences and other belief systems*, 2007
- *Einstein's Implicit Theory of Relativity -- of Cognitive Property? Unexamined influence of patenting procedures*, 2007

The shift beyond the matrix is notably associated with **non-linear dynamics**, "**catastrophes**" and the emergence of associated **new modes of organization**:

- *Human Values as Strange Attractors: coevolution of classes of governance principles*, 1993
- *Functional Complementarity of Higher Order Questions: psycho-social sustainability modelled by coordinated movement*, 2004
- *Twistedness in Psycho-social Systems: challenge to logic, morality, leadership and personal development*, 2004
- *Psycho-social Significance of the Mandelbrot Set: a sustainable boundary between chaos and order*, 2005
- *Conformality of 7 WH-questions to 7 Elementary Catastrophes: an exploration of potential psychosocial implications*, 2006
- *Consciously Self-reflexive Global Initiatives: Renaissance zones, complex adaptive systems, and third order organizations*, 2007

As implied by any concern with "hyperreality", a further challenge then lies in the nature of the **psychosocial engagement with "reality"** and the associated sustaining forms of energy:

- *Mapping Songlines of the Noosphere: use of hypergraphs in presentation of the I Ching and the Tao te Ching*, 2006

- *Cyclopean Vision vs Poly-sensual Engagement*, 2006
- *Walking Elven Pathways: enactivating the pattern that connects*, 2006
- *Conditions of Objective, Subjective and Embodied Cognition: mnemonic systems for memetic coding of complexity*, 2007
- *Psychosocial Work Cycle: Beyond the plane of Möbius*, 2007
- *Psychosocial Energy from Polarization within a Cyclic Pattern of Enantiodromia*, 2007
- *Documents relating to Existential Engagement and Embodiment*

Any such context raises important questions regarding the integrative **nature of identity** in relationship to any form of sustainable development and the manner in which **"time" is reframed**:

- *Being the Universe: a Metaphoric Frontier Co-existent Immanence of Evolutionary Phases*, 1999
- *Embodying the Sphere of Change*, 2001
- *Personal Globalization*, 2001
- *Composing and Engendering the Future*, 2001
- *Psychology of Sustainability: embodying cyclic environmental processes*, 2002
- *En-minding the Extended Body: enactive engagement in conceptual shapeshifting and deep ecology*, 2003 [text]
- *Evoking Authenticity: through polyhedral global configuration of local paradoxes*, 2003
- *Embodying a Timeship vs. Empowering a Spaceship*, 2003
- *Engaging Macrohistory through the Present Moment*, 2004
- *Emergence of Cyclical Psycho-social Identity: sustainability as "psychically" defined*, 2007
- *Climbing Elven Stairways: Archetypal otherness: "DNA vs. I Ching"*, 2007

The above context raises issues regarding the nature of **wisdom and synthesis** in any emergent **"wisdom society"**, beyond the current knowledge-based society:

- *Liberation of Integration, Universality and Concord -- through pattern, oscillation, harmony and embodiment*, 1980
- *Gardening Sustainable Psycommunities: recognizing the psycho-social integrities of the future*. 1995
- *Future Generation through Global Conversation*. 1997
- *Being Other Wise: clues to the dynamics of a meaningfully sustainable lifestyle*. 1998
- *Authentic Grokking: emergence of Homo conjugens*, 2003
- *The Isdom of the Wisdom Society: embodying time as the heartland of humanity*, 2003
- *Am I Question or Answer?* 2006
- *Dynamic Reframing of "Union": implications for the coherence of knowledge, social organization and personal identity*, 2007
- *In Quest of "Meta-Union"? Interplay of generic dimensions of any "union of international associations"*, 2007
- *Documents relating to Synthesis, Transdisciplinarity and Integration*

## Coda

The complexification associated with the above progression highlights a fundamental ambiguity in relation to the introductory theme of "matrix":

- in mathematics (as implied initially), a **matrix** is a rectangular table of quantities to which arithmetical operations can be applied. They are typically used to describe linear equations and to track of coefficients during linear transformations.
- in science fiction (as noted initially), **matrix** is the name of the simulated virtual reality that has been the basis for three films: *The Matrix* (1999), *The Matrix Reloaded* (2003) and *The Matrix Revolutions* (2003). In those films, those aware that the matrix is a simulation (and few are) can partially bend the simulation's physical laws in order to perform superhuman feats within the simulation. It is in this respect that such a matrix has become a metaphor for many cognitive challenges with which humanity might currently be said to be faced -- and consequently has become the focus of a wide range of discussions and documents.

Whereas the first is an exemplification of linear thinking the second is an aesthetic portrayal of non-linear thinking. Many of the documents above might be said to be explorations of the transition between linear and non-linear thinking -- in a number cases with the assistance of modes of knowing, including aesthetic forms of awareness, that challenge the conventional understandings of reality (constructed on linear and grid-based patterns) in which subject and object are safely distinct.

There is however a third, and older, understanding of "matrix" of which the two above might be understood to be more readily comprehensible simplifications that hold some of the cognitive challenges. It has two significant extremes:

- matrix as womb (the original derivation of matrix): as experienced by any child and from which the child emerges at birth
- matrix as ungraspable totality: this has been notably understood, through a range of terms in many cultures, as the archetype of the **Great Mother**

In relation to the above progression of themes, it might be argued that the primarily linear understanding of matrix usefully reflects both the strengths and weaknesses of patriarchal society and the structures and modes of knowing to which it has given rise. The struggle to give fruitful operational form to non-linear (more "feminine") modes has been less than successful. More understanding has perhaps emerged from its failures than from its successes. The films offer intriguing insights into possibilities -- but with little insight into how they are to be embodied in practice in response to current challenges of society.

The title of this document "*Beyond the Matrix*" raises the question as to the nature of the understanding "beyond" such polar extremes -- however "beyond" is to be understood. The sub-title, "*becoming other wise*", emphasizes the possibility of an emergent mode of

awareness. This is characterized both by the dynamics of "process thinking" and a reframed sense of identity with "otherness" rather than confronted by it -- however these can come to be understood.

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