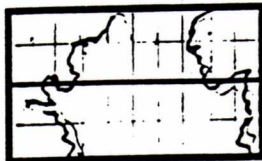
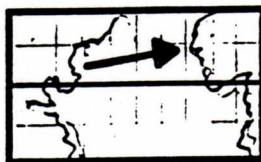


A FABLE FOR OUR TIME

Once upon a time merchant ships regularly plied the Atlantic between America and Europe. Their captains became skilled at navigating the course, regardless of shifting winds, changing tides and unanticipated storms. Their *professional skills* were enhanced by the *latest tools* of the trade - - sophisticated radar, loran and communication devices. Of course they relied on some older tools also, such as navigational charts like this one . . .

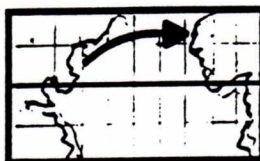


. . .as well as their most important asset - their *experience*. This experience reinforced certain fundamental beliefs about reality, such as "the shortest distance between two points is a straight line."



One day, a passenger on one of the ships said, "I think you fellows will get where you want to go a lot sooner if you try a different route? Here, let me draw it for you."

And he leaned over their chart and drew . . .



When the laughter died down, the captains turned back to their work muttering something about "common sense" and "shortest distance . . ."

Sometime later a Japanese ship joins the Atlantic fleet and decides to employ the former passenger as navigator. Of course, he takes the "longer" course, and lo and behold, the Japanese ship beats all the American ships. "It was probably just a favorable tide," the Americans explain; but as time passes the Japanese ship consistently reaches its destinations sooner.

"How can this be? Soon all the American captains are trying to figure out why this is happening. They hire consultants that analyze the Japanese ship, its fuel, its equipment . . . and even its crew and the crew's culture. But no luck . . . until the very last day when someone bothered to look on the bridge. Then the answer became obvious.

The ship was operating with a different "map" -- a view of the same reality as the Americans', but drawn to a different reference point -- the pole as opposed to the equator. Viewing the world from this perspective made it possible to see *different relationships*; and most important, to be able to anticipate, plan and operate with logic and common sense.



But the question still remained. How many American captains would realize that many of their fundamental beliefs about "running the ship" were totally dependant upon their seldom questioned view of "reality?" Would they realize that a different frame-of-reference (or *paradigm*) was necessary at the beginning of their journey in order to take advantage of their present ships, their professional experience and their common sense? Or would they just wait until someone else took over the helm?