

## *Preface*

### **We Need A Strategy and a Commitment to Help Create and Maintain Inter Group Peace In America**

We live in hard times. We have groups of people in our country who are angry with other groups of people at some very basic levels. People are angry with other people at a clearly inter group level, and people are doing negative things to one another individually and in groups in the context of that anger.

We need to take that whole situation extremely seriously and we need to understand exactly what is happening because we can be permanently damaged as a nation if we do not get this right.

We are at risk of having key parts of what we do, and key parts of who we are badly damaged by basic levels of inter group anger, inter group conflict, negative inter group ethics, dysfunctional and divisive inter group beliefs, and deeply dangerous and too often intentionally destructive inter group values that will allow people in this country to do damaging things to one another and to feel right and justified in doing them.

That is the future we will face if we don't intervene and very intentionally keep our worst sets of inter group instincts from steering us as a nation to truly dangerous inter group interactions.

We have fallen under the influence and control of some very dangerous instinctive behavior packages. We are going through an array of negative inter group interactions that are deeply embedded in a context of instinct driven behaviors, emotions, thought processes, and basic beliefs.

Our instincts are shaping our thought processes and our beliefs — and we are not even aware (most of the time) that we are under their influence and control. We are angry and distrustful with one another and we generally do not know or even suspect why we have the levels of anger and division that we are feeling.

We feel divided and angry, and that anger feels justified in every angry person because it is instinctive in ways that cause us each to feel justification for those feelings. The sense of division that affects too many of us today in multiple ways seems absolutely right and emotionally normal and correct to us, because our instincts skew our thinking and emotions, and our instincts make us feel entirely right when we do the things that our instincts guide and steer us to do.

Knowledge is power. We need knowledge about the power of instincts over our lives — and we need that knowledge about the impact and the role of instincts now.

We need to understand those specific sets of instincts that do the most damage to us in order to overcome their most negative impacts, and to very intentionally and deliberately create and maintain inter group Peace in America.

We all need to know what our most relevant group related instincts are — and we each need to know how they influence what we feel, think, believe, and do relative to each other and to people from other groups.

### **“Us/Them” Instincts Cap The Danger List**

We are most heavily impacted at this point in our history by our instincts that divide the world into “Us” and “Them,” and then have us act very differently toward people based on our perception of whether people are “Us” or “Them.”

We do kind, caring and protective things to our “Us” — but we do bad, damaging and even evil things to “Them.” Dangerously, the way the actual process works, we too often feel no guilt, and we too often do not trigger any sense of conscience or remorse in doing damaging things to “Them.”

We, in fact, often celebrate damaging them, and it often feels entirely right and good to us when we keep them from succeeding.

In political campaigns, when those sets of instincts are activated, we tell lies and we feel no ethical relevance or remorse about the falsehoods we tell, because our basic instinct structured value set, embedded in our minds, forgives and even encourages any sets of behaviors that do damage to whoever we perceive to be “Them.”

When those instincts are activated, we not only forgive our leaders for not telling us the truth — we too often actually want our leaders to use false information if we believe that false information will damage the enemy that we perceive to exist in those situations.

Those thought processes clearly lead us very quickly to very dangerous and dysfunctional interactions — and we need to know them for what they are and chose in personally accountable ways to use a different set of values to guide our thinking about other people in those settings.

We need our political leaders to stop getting their guidance and moral compass from our most negative instincts, and we need our leaders to replace Art of War thinking with Art of Peace thinking.

Those deeply negative ways of thinking about the other group in conflicted settings actually anchored a famous book called *The Art of War*, which was the direct and linear inspiration for this book about inter group Peace.

*The Art Of War* was written roughly two thousand years ago to advise leaders in that highly conflicted and dangerous era about how to win wars. The author of that book taught leaders how to survive and defeat enemies who wanted to destroy and defeat their own group of people. It is a powerful and useful book — and it has clear instinctive linkages at several levels.

Very clear and basic inter group instincts that encourage unethical and damaging inter group and interpersonal behaviors are clearly embedded in that book. Sun Tzu, the author of *The Art of War*, not only allowed for lies and falsehoods as part of his strategic approach — he strongly recommended using them and he actually built lists of lies to tell and suggested a number of specific ways to deceive and betray the enemy that you face.

American politics today are increasingly under the influence of similar sets of our most negative instinct guided inter group values. Our political environment in this country has changed from our political interactions being perceived to be differences between two opposing but basically mutually respectful political parties who each shared a core sense of being a kind of American “Us,” into being a set of confrontations between good and evil where we now too often perceive the other side in American politics to be a “Them” at an instinct triggering level.

When those particular sets of inter group instincts are activated, we all tend to believe that the current “They” in our political settings are actually a clear and intentionally damaging Enemy and not just the incorrect Opposition.

Being the incorrect and misguided opposition is very different from being the viscerally evil enemy who must be defeated and crushed in order for good to prevail.

That sounds like extreme language, but sadly, we do now have political parties who both demonize and dehumanize the other party, and who do actually see the other party and its leaders as being evil — not just wrong.

That is a very dangerous way for us to conduct our political interactions. We do very bad things to people in far too many ways when we perceive them to be both enemies and “Them.”

We need to change the way we think about that entire set of issues and interactions.

The good news is — we do not need to stay on this dysfunctional and damaging trajectory as a country. We can rise above this level of negative and dysfunctional interactions. We can actually choose to bring our political interactions back to a higher and more civil and more civilized level.

To do that, we will need to make the conscious decision to see and understand both how we think and what we actually just did — and we will need to make the conscious and intellectually informed decision to return our perception of the other party in our political environment to being the opposition instead of being the enemy.

When we as a people understand what just happened to us in very dysfunctional ways in this extremely divisive political campaign, we can and should change what we are doing. We can and should collectively make the enlightened and accountable decision to call our leaders and key elements of our news media to a higher standard for the next set of elections.

We can and should each choose to look at our own thought processes and recognize how much we have each allowed our “Us/Them” instincts to skew and even control our thoughts and emotions in the current political environment. We can decide to go forward into the next round of elections pushing hard for our own sides to prevail politically — but with a sense of our shared values as Americans as core to that process, and not with an obsessive focus on our most divisive differences.

We need to bring Peace to our political settings — and we need to bring Peace to all of our other inter group settings as communities and as a country..

We have more than just current political anger in our country. This book reaches far beyond the political differences we have into the vary basic inter group issues we have as a country.

When we look honestly at where we are today, we need to recognize and understand that we, as a country, also have inter group anger with deep racial, ethnic, economic, and cultural roots. We need to deal with each of those sets of issues in order for us to have a successful future as groups and as a country.

The intense political division we face today as a country is exacerbated by a number of basic and significant inter group angers and inter group divisions that have very clear racial, ethnic, and economic underpinnings. We have a Black Lives Matters group, for example, that has a clearly stated belief system that says there are evil things being done to Black people in this country for racial reasons. Those concerns about inter group damage are being felt and expressed along clearly racial lines for many people.

We have had protests and even riots in a number of our communities. We need to look clearly at what is actually going on in each of those settings. We need to be extremely honest with ourselves about the inter



group situation we are in, and we need to build on that honesty to give all groups the best chance of success going forward into our future

We need to extend the American Dream to every group.

The American Dream is a wonderful, powerful, and effective dream that has allowed many Americans to do really well with their lives.

We have created barriers for too many people to that dream — and we need to make those barriers for all of those groups of people to go away.

We are actually trying to do exactly that as a country. We have made a number of very enlightened changes in our laws in the last half century or so to improve inclusion in that dream and to make explicit discrimination by group illegal. We have much to be proud of in a wide range of inter group discrimination areas.

But even with an extensive set of very positive and directionally correct new laws and regulations, there are key sets of numbers that show us today that we have a long way to go as a country relative to inter group equity and inter group alignment.

There are clear differences in average economic status in many communities by group that we need to both understand and address in intentional ways.

The inter group numbers are painful and some of the basic data points prove how far we have to go. Graduation rates from both high school and college are much lower for our minority Americans, for example. We have much lower graduation rates and school proficiency levels for minority Americans in too many of our schools.

Economic issues are also painfully obvious. We cannot deny the cold, hard economic fact that minority Americans have an average net worth of less than a third of the average net worth of White Americans.

That lower average economic status is true for Black Americans, Hispanic Americans, and Native Americans. Every group of Americans has some very wealthy and successful people, but the overall group data points us to issues that must be addressed.

No one can deny the numbers. Differences exist. Minority Americans are much more likely to drop out of school, and minority Americans are much more likely to be imprisoned.

We actually have more African American males in jail or on probation in this country today than the total number of African American males who were enslaved at the beginning of the civil war.

The slaves who were in this country before the Civil War could not vote — and people who are convicted of felonies in this country today also

can not vote — so there are some people who believe we are actually using our prison systems in a very expensive, but very intentional way to deny a huge percentage of minority Americans the ballot box.

Those are a complex set of issues — but they are very real and it is clear that there are some very real issues that need to be addressed if we want inter group Peace and prosperity in our country.

Our inter group issues in this country tend to be racial, ethnic, cultural, and economic — but they do not tend to be religious. That is a blessing. We have a relatively low level of discrimination and actual internal conflict in our country today that is based on religion.

However, we need to know and clearly see that the rest of the world does have multiple religious conflicts, religious stress points, and even religious wars going on — with Shia, Sunnis, Kurds, Syrian Alawites, Israeli Jews, and other tribe linked religious alignments for groups of people in various settings, that too often cause people to kill each other in huge numbers with no sense of guilt in each of the areas where those particular sets of issues are creating inter group conflicts.

Tribes and religions tend to create unholy alignments around damaging inter group behavior. The Middle East, much of Africa, much of Asia, Indonesia, and major portions of Sri Lanka have hundreds of

thousands, and even millions of people in open conflicts and killing each other based on the religious alignment of their tribes. More than 50 million people are in exile in the world today — and various kinds of ethnic cleansing with religious links are forcing many people in far too many settings to be exiled from their tribal and ethnic homeland.

We have more than 200 ethnic conflicts going on in the world today. They exist in almost every inter ethnic setting.

Russia, China, and India each have groups of people in their countries doing battle and seeking autonomy from the nation they are in. Religion has very clear linkages to most of those conflicts. The people seeking autonomy in each of those settings generally have a different religion alignment and religious identity than the people around them.

We have not faced those purely religious conflicts to a large degree in our country, but we do have had a growing number of places where damage is being done to Americans along religious lines as a spillover from those religious conflicts in those other settings. Killings, bombings, and mass murders in Boston, Florida, and Southern California are direct spillovers from those Middle Eastern and European religion anchored conflicts.

We need to be very sure that we minimize the damage levels that exist here in our country as local spillovers from those sets of conflicts.

We do not have religious wars in this country, but we do have very serious and significant sets of political, ethnic, racial, and economic inter group issues, angers, and even open inter group conflicts to deal with.

We can make a huge difference and we can change the trajectories of those inter group conflicts if we are honest about what they are and why they exist — and if we deal with them directly in the interest of truly achieving inter group Peace in America.

The four InterGroup books all deal directly and explicitly with those sets of issues.

In our own country, we need to understand what we are doing and what we have done relative to our inter group angers and behaviors, and we need to take steps that will lead us to a future of inter group Peace — not to a future of perpetual inter group conflict and inter group damage.

Again — we need to start by being extremely honest with ourselves. This is not a time for magical thinking, wishful thinking, or dogmatic and ideological politically correct thinking. We need to look at facts of each situation. We need to know both who we are today, and what we are becoming.

Honesty needs to anchor that process. We have to tell the truth to each other about who we are and what we have done.

**We Are On An Irreversible Path To Diversity — With A**  
**Majority of Births In Our Country This Year to**  
**Our Minority Mothers**

To anchor that entire process, we all need to recognize that we are on an absolutely irreversible path to being an extremely diverse country. That is our future. That extreme diversity for this country is a new reality and it is beyond dispute or debate.

We have changed. We have been a country that was run by a very sizable White majority group for a couple of centuries. That White majority group created an instinct supported sense of “Us” for itself, and that majority group then discriminated in many intentional and sometimes creative ways as an “Us” against each of the minority groups in this country.

The books *Cusp of Chaos*, *Primal Pathways*, and *Peace in Our Time* all describe that discrimination and the negative impact it has had on all of the minority groups that make up the fabric of America.

Slavery, Jim Crow Laws, land purchase exclusions, denials of voting rights, denial of inter group marriages, and multiple other levels of negative inter group behaviors that were channeled and fueled by the “Us/Them” instincts of the White majority are described and explained in those books.

Our challenge today is not to go back and try to change that old reality — because that old reality is about to become irrelevant. We don't need to fix the past. We now need to steer the future.

We all now need to recognize the fact that America is becoming much more diverse — and the reality that we will need to address and will need to deal with to create Peace in America will be a reality of several groups working together without having a single group as the overwhelming majority.

We need to become very good at being diverse — and we need to turn our diversity into the strength that it must be for us to succeed and survive as a nation — because we have crossed the line into our future of irrevocable diversity and we can never go back.

Look at who is being born here to be absolutely clear about what our future will be.

We very definitively crossed that line into our future this year when half of our births in this country were to our minority populations. We no longer have White births as the majority of births in America. Those days are gone and they will never return.

We also have reached the point this year where the majority of children in our public schools are minority children.

Our children are our future. That is an obvious fact. Our future is clear. Our future is Brown, Black, Asian and White — with White clearly being a major group, but not the majority group in all settings.

Hawaii, Detroit and Los Angeles today each look a lot like the entire country will look tomorrow.

So we are on an irreversible path to diversity — and we need to recognize that path and channel ourselves into the best possible future. That can and should be done.

We can turn that highly diverse future for this country into a wonderful tomorrow — where we extend the American Dream successfully to all Americans — where we all do well and prosper.

Or we can tribalize — we can divide — and we can let our worst “Us/Them” instincts steer us into behaviors in our communities that will cause us to be economically weak, educationally deficient, and collectively unsafe.

If we unite around our shared values, we truly can continue being great as a nation as we unite. We can be stronger and we can be better than we ever were if we turn our diversity into the strength it should be.



This set of InterGroup books and the overall Art of Peace strategy calls for us to unite around our shared values. This set of books calls for us to turn our diversity into a strength and major asset for the country.

This set of books also calls for us to avoid, reject, and overcome the seductive slippery slope into parochial inter group conflict, and to align with each other based on our shared and collective commitment to win/win outcomes for us all.

We need to collectively and individually turn our instincts into our servants, and have our instincts be our tools rather than having our instincts steering us blindly to damaging behaviors and destructive places.

In our usual historical approach to running our lives and our communities, our core instincts set our goals and we then build cultures in each setting and in each group to help us achieve those instinctive goals. We have hierarchical instincts, for example, so we have hierarchies everywhere and every culture invents the rules and the expectations of its hierarchy.

We feel right at a core level when our behaviors are aligned with our instincts — and we feel right at a core level when our behaviors are aligned with our cultures. We all have strong instincts to align with our culture and to be loyal to our culture — and we generally achieve our instinctive goals

in each culture in the context and expectations that the culture builds to guide us in achieving our instinctive goals.

Our intellect generally helps us achieve both those instinctive goals and those cultural goals.

In that model, our intellect serves as the tool of both the culture and the instinct to guide our lives.

That is the normal process — but we now know that is not the most enlightened approach to use for guiding our lives. We can do better — and at this point in our history, we need to do better to prosper, to thrive and to even survive.

We need to flip that overall process over, and we need to very intentionally and explicitly reverse it. We need to add enlightened thinking to the process as a core for what we do.

We need our intellect to build a set of shared values and enlightened goals, and we then need to very intentionally and deliberately structure our cultures in each setting to help us achieve those enlightened goals in ways that still meet the core and best needs of our instincts.

We need to be accountable. We need to be ethically, morally, and intellectually accountable.

We need to be accountable at a higher level for our lives and for our individual and group behaviors.

We need accountability as individuals for enlightened behaviors, and we need explicit accountability as groups to functionally achieve those enlightened values in each of our settings.

The InterGroup books are intended to help directly with that process. Becoming accountable is the goal of the InterGroup process — and the books are intended to help us be accountable.

Each book offers a piece of the pathway to more enlightened and accountable behaviors. Each book has its role and function for the inter group Peace process.

*Primal Pathways* explains our instinctive inter group behavior and how it affects our lives.

*Cusp Of Chaos* explains what a mess we are in today because of those instinctive behaviors.

*Peace in Our Time* explains how various settings have dealt successfully with that mess, using instinctive behaviors as part of the tool kit for solving them.

*Three Key Years* explains the science and the process of brain development in kids and explains what we need to do for each child from

every group in the first months and years of life to give every child strong brains and a best start in life. We can't achieve inter group Peace in America until we help children succeed from every group.

This book — *The Art Of InterGroup Peace* — is a very intentional explicit, and carefully field tested counter balance to the old Sun Tzu Art of War book. This book was written to create a sense of context and to give us tools we can use in every setting to create alignment, understanding, and Peace.

*The Art of War* preaches deceit, deception, and teaches and promotes the goal of crushing and destroying the other side. The basic Art Of Peace strategy that is embedded in this book teaches honesty, transparency, and the clear shared and warmly embraced goal of having us all succeed.

Win/Win in *The Art of InterGroup Peace* replaces Win/Lose or even Lose/Lose in *The Art of War*.

We do need to be good today at the Art Of Peace. We really don't have a good alternative.

We should not have anyone lose. We should have everyone win.

That can be done when we understand the tool kits, approaches, and commitments that can create win/win outcomes in any settings.

Use the InterGroup books to set up conversations and thought processes about this entire range and set of issues — and then make the process you chose to use in various settings even better than the one described in these books.

### **We Need Continuous Improvement for InterGroup Peace**

The very best organizations today in both business and health care use a very well engineered and extremely intentional process of continuous improvement to create great products and great care. Organizations who use those continuous improvement tools well tend to excel in what they do. That approach to continuous improvement is both a tool kit and a commitment, and it has great power to create both group alignment and inspire and channel creative thinking on any topic it addresses.

Continuous improvement assumes we do more than just set performance goals in any given area. Continuous improvement assumes we figure out the explicit process that helped us achieve the goals and then figure out ways of continuously making that process better so that the outcome gets continuously better.

The author of this book saw continuous improvement processes and tools cut the HIV death rate in half for a very large population — and cut the hospital pressure ulcer rate drop from 5 percent of patients to less than 1

percent of patients in a large and complex care system, by continuously improving care and by doing it in a culture that made the patient the focus of everything the care team did.

Diversity was a key part of that organization's success. The organization that achieved those very high quality improvement goals for millions of people was 51 percent diverse in its patient base, and more than 59 percent diverse in its work force.

That organization had only two of its eight Regional Presidents as white males, and they actually ran smaller Regions. It was diverse at every level. It was excellent, and performed well as an overall organization because of how inclusive it was at every level.

Diversity can create excellence when it is anchored in inclusion and when people work together for common goals in a shared value based culture, and when people anchor their thinking in the tools and practices of Continuous Improvement.

Both the book *Peace in Our Time* and the book *KP Inside* explain how to turn inclusion into performance excellence.

We need to take a similar process-based look at our diversity as a nation — and we need our shared commitment to both win/win outcomes and continuous improvement to cause us to all help each other succeed.

The alternatives to inter group Peace for us as a nation are truly grim. We have ample proof of how ugly those alternatives are. We have anger and inter group damage in too many settings today. Let's change the worst parts of our current trajectory and let's do it in ways that will give us long-term success and real Peace for us as a nation and a people.

Let's give our grandchildren the best world we can give them, and let's have our grand children look back at us and thank us for our wisdom, our skill, and our commitment and for our obvious love for them and for their future.

Enjoy the books and have fun with all of the inter group tools.

Peace.

It can be done — and we really can't afford the alternative.

