

## **Chapter Fifteen — We Need To Commit To Peace And Expect**

### **Our Leaders to Lead Us to Peace**

We can use our instinctive behaviors, emotions, thought processes, and values to help us create and maintain Peace in our country — or we can allow that same package of instincts to lead us to divisive, dysfunctional, damaging, and destructive consequences for our increasingly diverse America.

At this point in our history, we each need to make individual choices to rise above the seductive pull of our more negative instincts. We also need to collectively make a similar and aligned set of choices as groups of people to have the groups that we are each part of make the collective commitment to intergroup Peace for each community and setting — and for us as a people and a country.

We need to resist the temptation as groups to bathe in the reinforcing neurochemicals and the seductive collective emotions that trigger and reward negative collective group behavior against other groups.

We each need to understand that those temptations to be influenced very directly in very powerful ways by those seductive and energizing negative emotions exist. We need to, instead, to each choose intergroup

Peace — and we all need to be committed to have our groups succeed in a context where other groups in each setting succeed as well.

We need leaders who help us achieve those goals.

When we decide that the future we want our country to have is a future where all groups do well and a future where all groups collectively succeed, then we also need to make the decision to choose and support leaders who share that strategy and who work to achieve that strategy as our leaders.

### **We Need Leaders To Lead Us To Intergroup Peace**

People in leadership roles typically trigger every predictable and consistent sets of instinctive emotions, thought processes, and behaviors.

We need to understand that reality and we need to make it work for our agenda of creating intergroup Peace.

We need leaders in all key settings who want to build on the most positive aspects of our most enlightened instincts. We need leaders in all settings whose goal and role is to help us all make a set of life choices as groups of people and as individuals that will give us and our offspring the best chance of success, both individually and collectively.

Leaders make a difference.

Leaders in all settings tend to have major influences on our group and our individual behaviors. We are all instinctively wired to be influenced by our leaders. It feels right to people in most settings to be aligned with the leaders in that setting.

We have individual socialization tendencies that cause us to be influenced by our leaders' leadership behaviors.

Because that is true, we need to be very intentional in deciding who we choose to lead us and we need to be very clear with our leaders about where we expect them to lead.

Leaders who want us to fight, all too easily can lead us in directions that result in conflict. Leaders who want us to be at Peace can do important and effective things that will lead us in the direction of Peace.

We need to very carefully choose and support leaders who set Peace as their own priorities and as their own goals for their own work as leaders.

We need Peace leaders at this stage of our history rather than selecting and following war and conflict leaders relative to the intergroup issues that are going to happen in American settings.

### **We Need Peace Leaders — Not War Chiefs**

Being led by leaders who want Peace will not happen accidentally or serendipitously. We will need to very intentionally choose, accept, and support leaders whose agenda is to create and sustain Peace — or we will end up with leaders whose personal agendas lead to conflict and intergroup division.

Many group leaders today are in their leadership positions today because they have been good at being leaders in conflicted times and in conflicted settings.

When groups face challenges and conflicts and when groups feel threatened by other groups, the natural tendency is for groups to seek leaders who respond well to conflict and who are comfortable going into battle in the defense of the groups they lead.

Being comfortable going into battle can be a good set of skills for wartime leaders to have. Every group at risk needs leaders who can reduce or eliminate the risk faced by the group.

When the risks are related to conflict, leaders who are good at conflict tend to lead our groups. People often earn their leadership roles and gain follower support by being good in conflicted settings. At this stage of our history, to reduce the risks we face, we need to move beyond intergroup

conflict to intergroup Peace and we need leaders who are equally skilled at achieving Peace.

We need to reduce risk for all of us at this point in our history by creating Peace — not by winning at internal intergroup wars. We need Peace based on mutual gain and mutual good will. We need our leaders now to help us all achieve the collective goals of mutual gain for all groups that we need to set up for all groups — including our own group.

We need leaders who can lead in those directions using a wide range of leadership approaches and who have the right set of communication tools and teaching skills to make Peaceful outcomes for us all a reality.

The time for our leaders for all of our groups to do that work to create intergroup Peace is now.

Our diversity as a country increases daily. There is no possibility that the reality of being increasingly diverse will change. We need leaders who can turn diversity into an asset for our mutual gain instead of encouraging us all to tribalize in ways that will lead us to intergroup division and conflict at the intergroup level.

## **The Majority Of Births Last Year Were To Our Minority**

### **Groups**

As this book pointed out earlier, the majority of the births that occurred in our country last year were in our minority populations.

By next year, more than half of the students in our public school systems will be minority students.

We have major areas of the country now — including a couple of large states and several large cities — where there is no clear majority population today.

We have communities and neighborhoods across the country that are clearly divided into ethnic enclaves — with growing numbers of people from various groups living together by choice with people from their own group in separate ethnic communities.

We are on a path to become either a country that is divided and weakened by its racial and ethnic diversity — or a country that is united and strengthened by its diversity and enhanced and aligned in key ways by its shared values and beliefs.

The temptation for too many of the leaders in too many of those divided settings will be for the leaders to gain and maintain personal power by having their own groups be angry or anxious or distrustful about the people from each of the other groups.

We need to invoke our us/them instincts in all of our relevant settings to create local Peace, not local conflict.

We are seeing some local leaders who are working to create local Peace. We are seeing other group leaders who are both intentionally and unintentionally triggering those negative and diverse intergroup behaviors and thought processes in too many settings today.

### **Intergroup Issues In Each Setting Depend On The Specific Groups In The Setting**

In many locations, there are levels of current intergroup conflict existing between whatever ethnic groups have achieved enough local population growth to become a relevant local collective local force.

Intergroup battles for control of school boards, city councils, and neighborhood functions are common in a growing number of settings. Black vs. Brown political divisions and competitions are increasingly common in our major cities. In some neighborhoods, the Hmong population or the Korean population or the Vietnamese populations have enough local population volume to set up their own political agendas and to create their own clear community powerbases.

In a number of our communities, there is significant growth in the people from minority groups who come from countries with a Muslim heritage. Those new ethnic population concentrations in those sites are often further differentiated from other local groups in those settings by their religious beliefs.

Everywhere we look, we can see a growing diversity and we see an evolving local intergroup reality that is based on the local degree, type and extent of diversity in each setting.

Leaders for each group will be key to the resolution of relevant intergroup issues in each setting. Leaders can lead groups in either direction. In a number of settings we see local leaders who are now both protecting their own groups and inciting their own groups into a state of anger and division relative to the other local groups.

As the chapter on Alpha instincts pointed out, Alpha leaders for any group can often increase their power over their group by leading their group in a time of conflict or a time of war. Groups who feel the threat or opportunity of war often give both support and power to the people who lead them at that point in time. War leaders often have and exercise more personal power than leaders in times of Peace.



That can also be a dangerous and self-reinforcing cycle of relationships. It is one we need to avoid right now.

We don't need more war leaders at this point in our history. We need Peace chiefs. We need them for all groups.

### **We Need Peace Chiefs — Not War Leaders**

We need to achieve a level of intergroup alignment that will allow all of our groups of people in all of our communities and settings to live together in a state of intergroup Peace.

To achieve that goal of intergroup Peace for all groups, we need to create a strategy of having people from all groups identify with each other as an inclusive community in the context of an overarching shared belief system — an explicit and clear shared set of values for all people.

We need to have all of the groups in each of our settings feel that we are very legitimately a values based American us. We need to avoid having people in any settings aligned and divided into separate racial, ethnic, cultural, or religious categories of “Us and Them” as their main personal identity factor.

To make that very intentional process of creating a shared value based sense of “us” a success for us all in each setting, we will need local and

national leaders for each group and each setting who share that very basic Peace agenda and we will need leaders overall who are willing to move past our intergroup division instincts to collectively achieve and protect intergroup Peace.

If we have negative and unsupportive Alpha leaders in various settings whose own individual and personal instinct-reinforced agenda is built on invoking and exacerbating intergroup separation and conflict — leaders in our various intergroup settings who are more focused on their own individual power level issues and on their own Alpha status rather than being focused on their success as leaders relative to our collective Peace issues — then we will fail in those Peace building strategies in each of those settings. The consequences of that failure will be damaging and even dire for us all in each area where we attempt to achieve those goals and fail.

### **We Need Servant Leadership In The Cause Of Peace**

We need leaders whose personal values are Peace based.

At a very basic level — we now need competent servant leaders in each setting who want Peace rather than having an array of personal gain focused Alpha leaders in our intergroup settings who basically want Power.

Both sets of leaders exist. There are a number of enlightened leaders who would rather create collaboration than conflict. There are leaders who understand well that their own group wins if other groups win at the same time.

There are leaders who understood that Peace can be self-perpetuating and that we are all more secure and safe in a setting when no one is losing, angry, and even vengeful in that setting.

Those are the leaders we need to choose and those are the leaders we need to follow at this point in our history.

There are clearly some leaders who are only personally at Peace when they are collectively and individually at war — war chiefs who love and embrace being chiefs at war.

There are leaders who enjoy conflict, who seek division, and who work hard to get people to divide.

Those leaders have many available tools and approaches that can be used all too easily by those leaders to create and exacerbate division.

We will be safer and more successful if we now select Peace chiefs — not war chiefs — for each of our groups. We will also benefit significantly if

we can convert our current war chiefs to leading us toward Peace whenever and wherever we can make that conversion.

### **Some of the Best Peace Leaders Were War Chiefs**

Those conversions can happen. We want those conversions to happen. Often, some of the very best leaders for Peace are the people who were converts from war to Peace and who were personally working as pure, solid, and effective war chiefs earlier in their own personal leadership history.

Former generals can lead countries toward Peace. In some cases, that transition works particularly well, and is very effective because those generals who have been warriors know so well the horrors of intergroup conflict and the evil consequences and painful realities of intergroup war that they personally truly and deeply appreciate the multiple benefits of Peace.

We need to either select Peace chiefs as our leaders or we need to persuade our various Alpha leaders who have been committed to intergroup tension and to intergroup conflict to re-channel their leadership efforts, energies, belief systems, and expertise into achieving intergroup Peace.

### **We Need To Accept The Conversion Process When People**

#### **Truly Convert**

To do that successfully, we will need to be able to accept and believe former war leaders when they commit to being advocates for Peace.

We need to make it safe for leaders to convert from being our chiefs to leaders for Peace. We need to avoid invoking and activating our traitor sets of instincts and perceptions relative to those people when those conversions happen.

A war leader who achieves Peace for his or her group is clearly not a traitor. We need to be sure that people understand and value that conversion and support both the conversion process and the newly aligned leader.

We need to be able to accept and honor the kinds of personal conversion experiences and we need to accept the changes in personal beliefs and behaviors that can cause former war leaders to pursue Peace. We need that acceptance because we do want those conversions to happen and we do want those converted leaders to be an asset for Peace.

In some cases, that will mean that prior sins that are clearly acknowledged as sins will need to be accepted as errors. It means that prior misbeliefs and misbehaviors that are now being counter balanced by repentance and by conversion experiences are seen as growth opportunities

and perceived to be growing enlightenment levels for the former war leaders.

We will need to be able to see actual conversion processes to be an acceptable approach for those leaders who actually are changing their focus and commitment from war to Peace in enlightened ways.

In other words, we will need to set aside and overlook the negative behaviors of some prior sinners for their prior pre-conversion sins if they truly repent and if they do clearly become advocates and practitioners of good and supportive intergroup values rather than continuing to do their prior evil behaviors and beliefs.

In any case, we need leaders in each setting and group who help us achieve Peace — rather than leaders who take us to war.

### **We Need Alpha Leaders To Calm Us — Not Inflake Us**

We need leaders at this point in our history who can and will step to the microphone — or get on the Internet — in a time of crisis to defuse and deflect an impending crisis rather than taking steps to inflame our impending crisis.

We clearly need our Alpha leaders for each group to calm us at this point in time when flash points and incendiary incidents happen.

We need leaders to do that work of calming people and steering us away from full crisis levels directly and well. We also need our leaders to understand how to use the six alignment triggers where they are relevant to a crisis in the context of the various tool kits that are available on the Internet and through the news media to get their leadership job done effectively and quickly when quick responses are needed.

We need leaders who know how to deal with issues of trust and turf and with clear intergroup anger points in a time of crisis in ways that create truces, understandings and, ultimately, ongoing levels of Peace.

### **Alpha Leaders Know Who Is “Us” And Who Is “Them”**

Alpha leaders in most settings know clearly who their “us” is. They also clearly know who they perceive to be “Them.”

Our Alpha leaders all tend to be instinctively programmed and guided to be the protector of their “us.”

The best sets of Alpha instincts generate clear shepherding tendencies, tools, emotions, values, and behaviors relative to helping our “us.” Those are good sets of instinctive behaviors for leaders to have.

Those behaviors create a better, safer, and more successful world for the “us” who benefits from them. It is a very good thing most of the time to be “us.”

We need our leaders now to expand their sense of who we should perceive in each setting to be “us.”

Leaders, like the rest of us, can be either saints or sinners. The programming package clearly exists in our leaders for both saint and sinner approaches and for both saint and sinner behaviors.

We need our leaders to very intentionally be more saint-like at this point in our history.

### **Leaders Need To Support Win/Win Outcomes**

Win/win belief systems need to be part of that leader belief package.

We need our leaders to understand that all groups — including their own — will win when we are all in a time and state of Peace where everyone wins.

We also need our leaders to clearly understand and believe that all groups — including their own — will be either immediately damaged or damaged at some point in the future by any levels of intergroup win/lose or lose/lose types of conflict that directly involve a group in their setting losing.



## **We Need Leaders Who Believe in Fairness and Inclusion**

We need leaders for all groups in all settings who believe in laws, rules, regulations, and in the cultural norms that all support inclusion, equal protection under the law, equal rights under the law, and equal opportunity under the law.

We need the law of this country and in each community to very explicitly be part of this overarching strategy of fairness and inclusion.

We need the law that we use to govern us to be part of the tool kit and a key part of the commitments made by our leaders to create both inclusion and intergroup Peace.

We need the law to do that work to protect a number of our enlightened intergroup behaviors because it is far too easy for any group that is actually in power in any setting at any point in time to regress to very primitive, primal, and negative intergroup behaviors when the people who are in that setting do not have equal protections for the other groups clearly embedded in the law and when people in a given setting do not have those protections built into their shared culture.

It is far too easy to regress to negative behaviors when intergroup trigger points happen in any setting that situationally activate our us/them instinctive packages of behaviors.

### **We Need Leaders Who Create Alignment — Not Division**

We need leaders who believe in enlightened laws and we need leaders who work together to create intergroup alliances rather than intergroup struggles.

Our choice of leaders at this point in our history will be extremely important.

We also need to use the Internet as a tool to help us inform people and to defuse volatile situations when they occur.

We need our leaders to use that communication and teaching tool directly and well. We need our wise people and our leaders to help other people understand the issues we face and the opportunities we have using the Internet as a tool to do both that teaching and to support and facilitate the right sets of positive reactions to times of crisis and confrontation.

Making Peace happen and succeed will depend on our leaders and it will be heavily impacted by the Internet as a tool and a weapon.

People who want to divide us will use the Internet to create that division. We need other people to use that tool to enlighten us and bring us together.

The next chapter of this book discusses how that tool can be used in those ways.