

*You do not under-perform because of lack of ability,  
you under-perform because of Thought Viruses*

## ***Breaking Your Performance Barrier Overcoming The Natural Antigens of Growth***

*Did you know there are Thought Viruses preventing your  
Leaders from empowering your staff?*

*Did you know there are Thought Viruses keeping  
your organisation in performance levels of mediocrity?*

*Do you want to be a 'normal human' and perpetually suffer from basically the same  
problems in your organisation year-in, year-out?*

Homeostasis is the word used in the field of medicine to refer to the process by which forces maintain equilibrium in the body. Your body maintaining its temperature of 98.6F is one example and the set-point of your metabolism is another. The body is maintaining its status-quo and will use counterforce to return to order when it has moved outside of its boundaries. Most people today know of this phenomenon.

However, what most people do not realise is that the principle of homeostasis also operates on the psyche. Collectively, your thoughts create what is known as your mind-set or ego. This system also behaves homeostatically (like a thermostat), which means that the system strives to maintain its structure, its beliefs, its levels and its barriers.

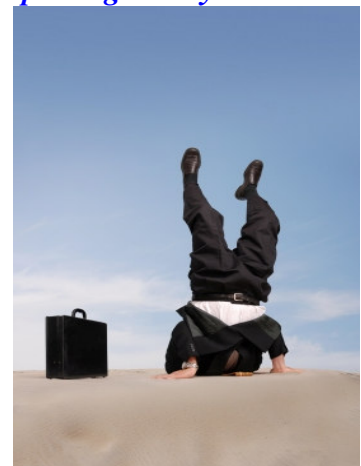
The principle of homeostasis not only operates in the body and in the psyche, but its immense power can clearly be observed in groups, nations, religions and families. I refer to this as Comfort Zone Seizure and when it is not understood, it will block growth, development and change.

Think of it like an immune system. When we do not overcome our own natural powerful inclinations *not* to change, then any development is a waste of time and money. This can be referred to as the natural *antigens of growth*. Your antigens of growth are fighting to maintain the equilibrium of your ego structure. You can think of it like an immune system protecting your sense of self.

Any threat to this sense of self, or any movement away from the groups levels of normality are immediately perceived as a threat and are therefore attacked and eliminated.

Therefore, most development fails because the ego and mind-set are not usually taken into consideration. This is what creates the barriers and limitations in individual performance and this is the fundamental reason for any resistance to change.

*The thought system stands like an  
immune system that protects you  
from what you don't know and keeps  
repeating what you do know*



*We live in denial that we insult our  
intelligence everyday by not seeing  
the incoherence of thought*

If you are like me and you are tired of the short-term quick fix, cliché loaded, new age development programmes that fail. Then read on to learn what twenty years of research has shown.

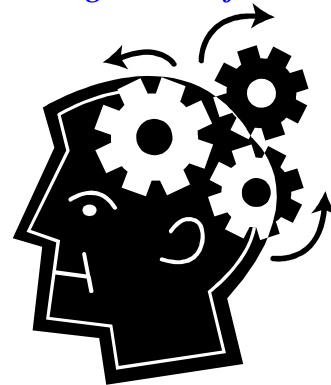
*"I seldom really think. My thoughts think for me."*

This sums up the problem.

By the time most people reach their mid twenties to mid thirties, we are being thought.

However, we are not aware of how we are primarily operating from what is basically memory. We tend not to challenge our thought process even when our thought is producing problems. We find it easy to challenge other people's thoughts, but will not investigate our own. Now.....isn't that strange?

*I seldom really think. My thoughts think for me.*



*We do not understand the extreme cunning nature of thought.*

## ***If You Are Not Thoughts Master Than You Are A Robot-Slave***

We do not understand the extreme cunning nature of thought. You and I will attempt to listen to work such as this, but thoughts keep jumping into the central stage of our mind. They pop in so fast with all their associations that most of them will possess and distract the mind in an instant. What thoughts have popped in already for you over the last few minutes? It is as if each thought says "think me, think me, I'm real" stopping a thorough inquiry into a new subject.

What have been your judgements and thoughts that have already just popped in?

One of the eventual results of this work is to perceive 'thoughts' trickery while it is happening and this changes you from being controlled by thought to you being Thoughts Master. This is the kind of mastery I will explain throughout the body of this work. If you are not Thoughts Master than you are a Robot-Slave who is controlled by a thought programme. And do you think your programming was created by intelligent design or was it created through cultural and social conditioning randomly and accidentally?

The knowledge, information and thought that you had in the past has got you just as far as you are today. Can you now allow for a disengagement of what you think you know so as to begin a fresh inquiry? In other words can you 'let go' of those old habits of thought that might no longer be serving your life and begin to discover an element to your life that is beyond thought? For you to benefit at all from these insights what is often referred to as a 'beginners mind' is necessary. To the beginner there are many ways. To the expert there is but one way.

Due to extreme levels of the lack of the beginners mind, conflict and disharmony is never far away from us. Whether on your doorstep, within your own family, or more globally between nations, races, or religions. A constant state of anxiety worry has become the normal state of mind for many. Businesses and organisations of all kinds have to be the home for a multitude of incoherent states of minds, and then people wonder why an organisation either plateaus at the very common levels of mediocrity or begins the plummet into eventual demise and collapse.

You see the journey of most organisations is that as they grow, they grow in complexity. You have witnessed that probably. A business in its early days is relatively simple, so they are nimble, flexible and responsive to their clients or customers.

Most people know Parkinson's First and Second Laws that "Work expands to fill the time available." And "Expenditures rise to meet income." Parkinson's lesser known Third Law states "Expansion means complexity; and complexity decay."

This seems to be the case for the normal asleep organisation. However, complexity does not have to equal decay. With an understanding of thought, beliefs and the development of real creative thinking, the organisation can in fact still grow and continue to spiral onwards and upwards. However, healthy expansion is only possible when the tricks and self-sabotaging nature of thought are understood.

When the problematical thought and the ego are understood to be the actual problem itself, only then can the usual and very normal self-destruct and skilled incompetence be greatly reduced or even eliminated.

In the introductory three questions, I eluded to experiencing the same normal problems year in, and year out. Why do many people experience repetitive problem syndrome, then you may ask?

### ***Are We All Doomed To Self-Deception?***

Virtually all our attempts at eliminating problems can be compared to an analogy with a river that is right outside of your door. 'Normal' problem solving is like 'cleaning up' the aspect of the river that is directly outside of your door. However, because the river is being polluted at the river's source, it is only moments before the water in front of us is again contaminated with very similar problems.

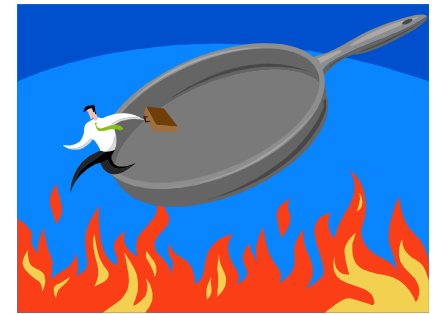
Is this really what being a human being is all about? That we are all doomed to self-deception? Does every business have to collapse in upon itself because the source of our problems is not cured at their source? The answer is of course 'no', but only a tiny few people seem willing to face themselves. So few muster up the commitment needed to free themselves from their own individual bondage.

Whether you are an individual wanting some answers in your life, or if you are running a business and need some solutions to problems. Many people turn to training companies, a consultant or a coach, or a book. You can buy some kind of training, which apart from the cost and the time needed to attend appears easy. They are marketed to you as being effortless to grasp and more importantly, easy to integrate the knowledge or skills. However, do you know how much money is wasted on Corporate training each year? Most studies on training effectiveness tell us that around 80% of training fails.

Look at the training web sites, read the brochures. Virtually all the training sold caters to our need for the quick fix, almost effortless instant result. All you have to do is show up at the training. And shazam, you are supposed to walk away with all those benefits listed on the marketing blurb! For most people the training is simply going to fail. The same applies to most business and development books. What is missing? This is what I asked 25 years ago.

Like the cleaning of the river analogy, when you attend some kind of training, you appear to clean up the river on the day of training with a delegate. However, because the conflicting thoughts were not taken into consideration, by the next day, you are back to doing and behaving exactly as you did before. Maybe there is even an additional problem in that there is now a belief in the uselessness of all development and training.

***Question: Why do many people experience repetitive problem syndrome?***



***Answer: Discovering that the source and cause of most of your problems are never cured.***

## *So Many Great Minds Have Realised The Illusory Nature of Thought*

That is why I am going to quote a few great minds throughout this work and I do so throughout my book. You will pick up a perspective of how many great minds realised the illusory nature of thought. (They also provide you with some pithy and insightful statements.) The implications and the significance of understanding some of the insights we are about to look at together have been missed, ignored or misunderstood by the mainstream development world.

Maybe the first few questions connected with you about the world of problems, mediocrity and remaining stuck within a barrier. Well these are easy words for me to articulate because in my early twenties I was immersed deeply in dysfunctional thought to such an extent that I shut down completely for an entire twelve months.

You can read more about this in the book, but my own mind had reached some kind of breaking point, like some biological virus strains that attempt to destroy its host. My thoughts, perceptions and emotions were destroying me through self-deception.

After a year, I did not know what to do, or how to get help, but there was a drive for answers that has never, never left me even today. I began to explore hundreds of schools of philosophy, all types of personal development and the traditions. I went down many dead ends and discovered much that does not work and of course a lot of BS. However, my years and years of research paid off, because back in the late eighties/early nineties the key to freedom or fulfilment became clear and the primary source of humanities problems emerged.

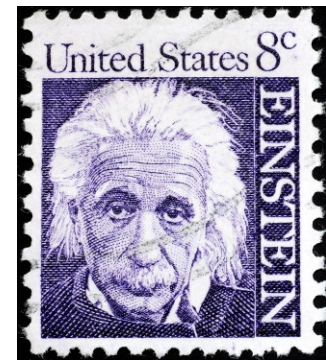
What I had finally discovered without realising it, was that I had stood on all the shoulders of the Giants from antiquity. Insight after insight began emerging. For example, I came across a book by Andre Siegfried called 'Routes To Contagion'. In the last chapter of his book, Siegfried introduced the parallel between the spreading of germs and the spreading of ideas or propaganda. I was to revisit this idea later when I discovered the science of Memetics. That ideas, information and thoughts can act as if they are viral is an important distinction and insight. However, the major breakthrough came shortly after this metaphor and that was that I was **not** my thoughts.

Most Personal Development will have you believing that you are just your thoughts. Despite most of the old wisdom actually saying, "As you think, so shall you become." Thinking is supposed to be the creative aspect, not thought!

Yet, here I was running like an automaton controlled by my thoughts. I began discovering repeatedly great minds who would challenge who I thought I was and this is a major key to the work. One mentor in the early days of my exploration said to me while I was struggling with one of my regularly repeated, self-created problems; "But it's just a thought Stuart that you are taking literally and you have to be very careful about the hallucinations created by **literal thought.**" And boy, these simple, but very challenging statements taken me far on my one and only 'appointment' with life.

*"If most of us are ashamed of shabby clothes and shoddy furniture, let us be more ashamed of shabby ideas and shoddy philosophies."*

**Albert Einstein**



*"Do not grow old, no matter how long you live. Never cease to stand like a curious children before the Great Mystery into which we were born."*

**Albert Einstein**

## ***Ideas, Information and Thoughts Act As If They Are Viral***

So the idea is not new, the research and insights are out there. The problem is that all the information for a true personal transformation (metanoia) is all over the place; it's fragmented over the centuries and hidden in a plethora of information. I picked up clues to the problem from any individual who had taken the time to investigate the crazy human predicament.

I found fragments from inventors, artists, scientists, philosophers, psychologists and saints. Anyone who is serious in their search would discover the key if they looked past the 'bubble-gum-for-the-mind' popular self-help hype.

Here is an example from one of the major grandfathers of modern psychology, William James from 100 years ago:-

***“Thinking is what a great many people think they are doing when they are merely rearranging their prejudices”.***

Prejudices are thoughts, so if you exchange the word prejudices for the word thought, you get:

***Thinking is what a great many people think they are doing when they are merely rearranging their Thoughts.***

And here is Nietzsche:

***“We live under the presumption that we think, in fact most of us are being thought.”***

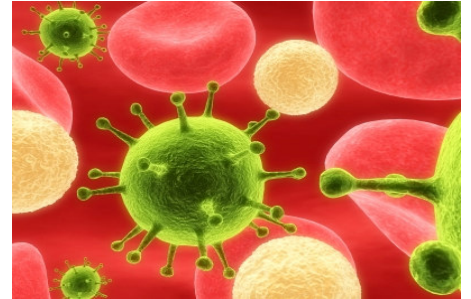
Just before we finish, let me go deeper by making a distinction between thought and thinking. Thought is the past part of 'to think' in other words, what has been thought. Thinking becomes thought. Usually when we have been thinking we think it is done with, but it isn't. It then becomes thought which goes into memory. Every experience passes into the past and creates thought. Then through the mechanical nature of thought, we begin to perceive our world through old thought routines that act like a reflex system. Thought arises from memory, it is a reflex system.

As you go through 'normal' learning in life you end up relying more and more upon thought and hence less and less upon fresh, present moment thinking. Then the reactionary nature of thought and memory becomes more and more automatic, and usually triggering inappropriate reactions to the current reality Now. **You do not deal with the reality in front of you as it actually is, but you deal with it in a reactionary way according to how thought has presented it to you.**

It is thought that festers below the surface of most of our problems. Until the limitations of thought are understood, not only will people always experience fragmentation, boundaries, comfort zones, and all manner of interpersonal conflicts and restrictions, but also, the very attempts at solving most problems will be futile. This is because as soon as a problem is solved, along will come another problem.

Now, that is a lot to digest and take in I know, but that thought is wrong is the basic reason our society, our businesses are in trouble. Virtually all of humanity is confusing Thought with what is really out there. **Nearly every person takes his perceptions and confuses them with reality. To raise yourself above the dysfunctional thoughts and Thought Viruses of this age requires that you wake up to how the human race is asleep and unaware of this problem at source.**

***That ideas, information, thoughts can act as if they are viral, is an important distinction and insight.***



***“Cultural traits pass from person to person. They bear an intriguing resemblance to disease organisms. Perhaps they evolve to enhance their own transmission without benefiting human individuals or groups.”***

**David Sloan Wilson**