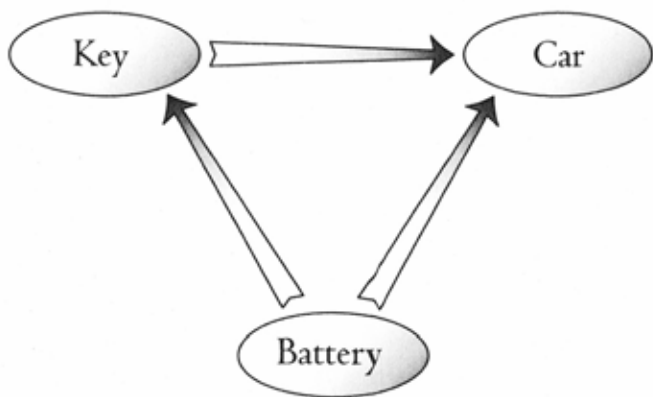


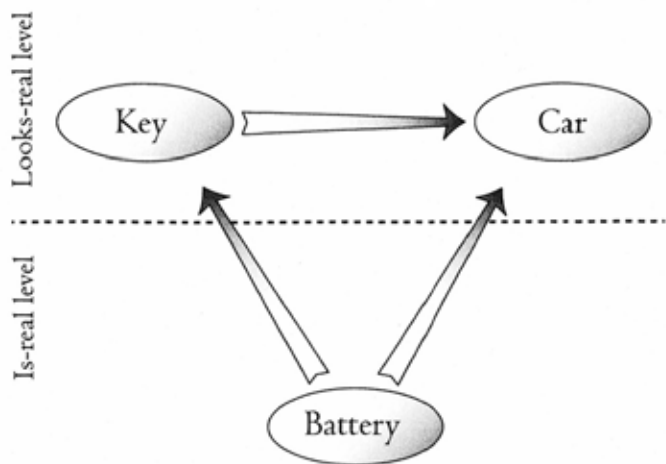


Except that when the key doesn't start the car, then we go further and acknowledge a third dimension—sort of a level below the key and the car, where the real cause lies. That's under the hood, hidden out of the way; the battery below it all:



Notice that we just said "real cause." This is what we call the "cause of the causes": your key causes the car to start, but only if the battery *causes* the key to cause the car to start.

And so, you could draw a dotted line and divide things here into two levels. One is “looks-real” (looks like the real cause) and one is “is-real” (is the real cause):

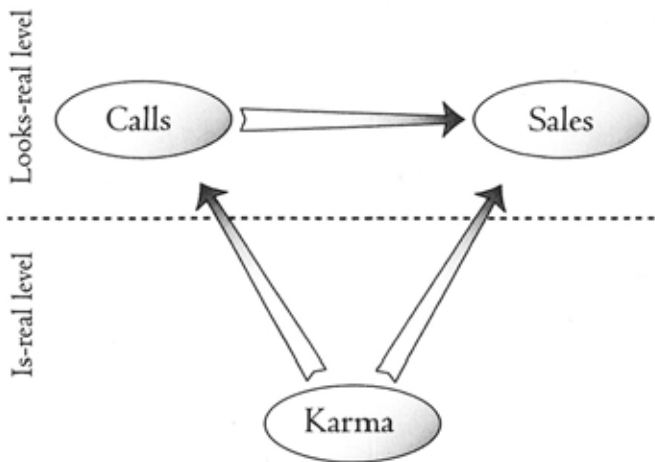


your project team was supposed to ship and sell through by, oh, five months left now.

You want to know how *not* to sell all those fridges?

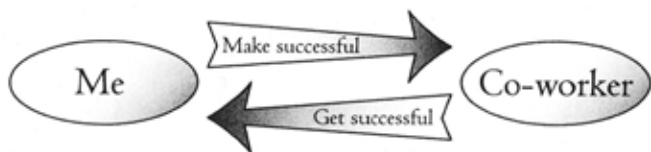
Get stuck in two dimensions. Get stuck at the looks-real level. Start making phone calls to customers, because everybody knows:



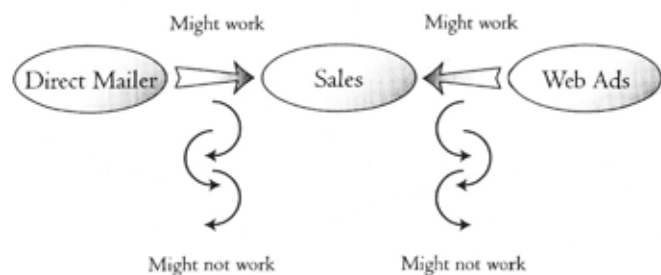
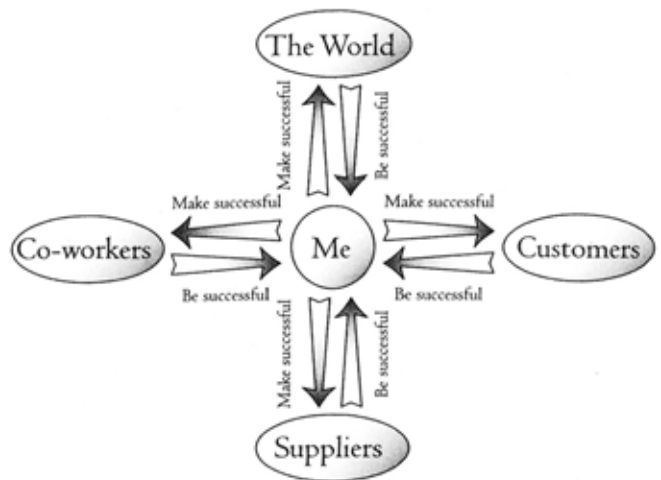


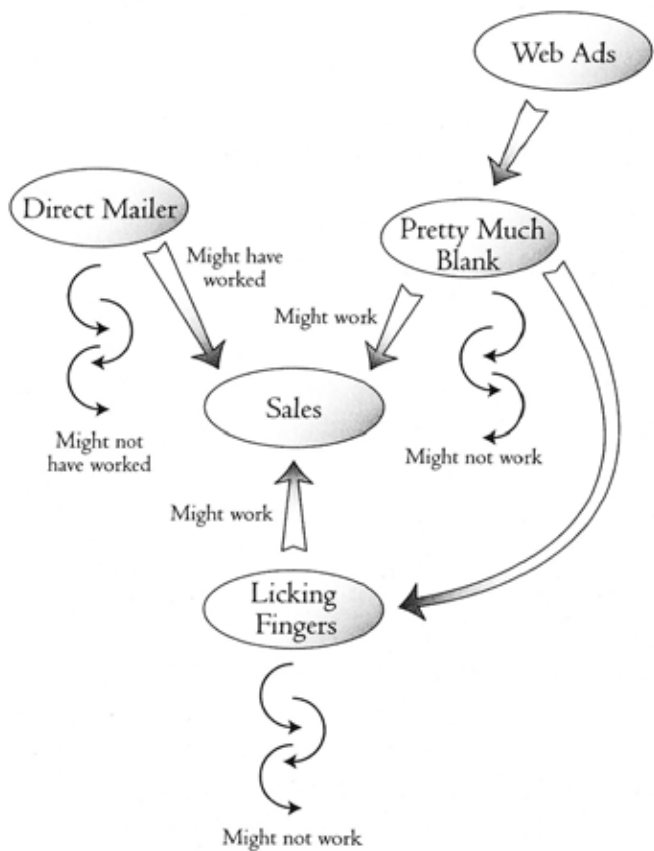
Karma's the is-real level: karma is below everything, like the dirt of Mother Earth somewhere there beneath everything around us—holding up the buildings, making the trees grow. It's the cause of the causes. Now let's get it to work for you.

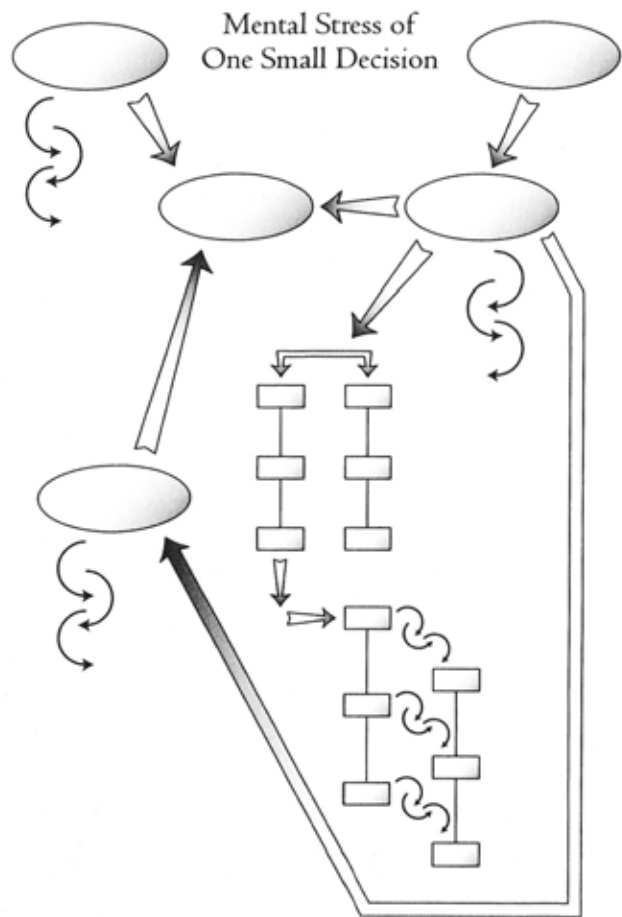
Here in Karmic Management, though, things have to change. Here you're in a new kind of relationship with the people working around you. You *have* to send out karma from your side, *towards* them. You *have* to make sure that the project makes *them* successful. This is the only way to plant the karma you need to get the 100,000 out. Because we're looking for an echo:



If you think about it, the relationship with all your karmic business partners can be summarized neatly in a little drawing:







of major and minor decisions that you're going to have to make in leading your project team to get the 100,000 units out. You want to know why middle



And so now we've slashed the decision drawing down to a nice, clean, happy way to run your career:



tive spirit you've managed to develop in the project team. In short, Frank is your first big problem:



Now get this next thing. It's the most important thing you're ever going to learn about dealing with problems at work, the KM way (the right way). The above drawing looks like a straightforward cause-and-effect situation; and it's obvious what you have to do is fix it.

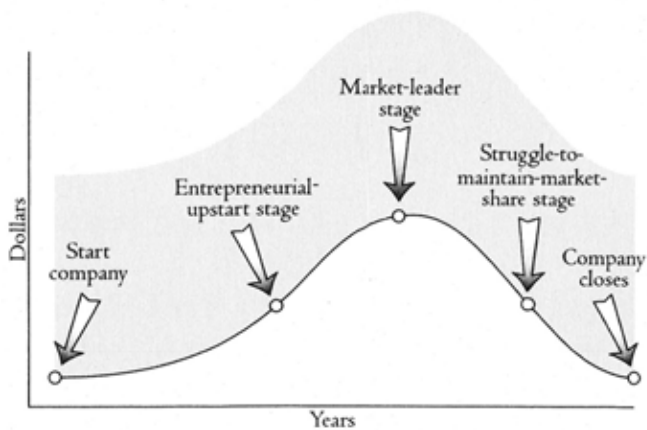
Fire Frank. No more complaints, team spirit renewed, sales no longer endangered.

Problem is, this is only working at the looks-real level. You've always had a suspicion that this was the case, because firing people has sometimes backfired on you in the past, bringing even more lack of harmony to your team. And here's why:

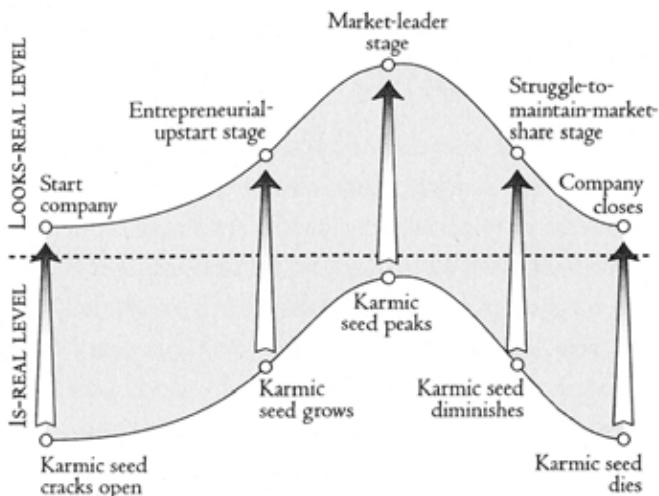


So yeah, go ahead, fire Frank. But if you don't clean up the karma that's spewing Frank into your reality, here's what things are going to look like two weeks from now:





here in this world. Here's a diagram of what happens, in time, to every successful company.



You see what's going on. It's another karmic feedback loop, except this time it's a good one. You take

