



PENDULUM KEY

Companion to the Audio Book

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How to Read This Book

To get the most out of this book, we've added images and charts that will help you apply and understand the we are going to share with you.

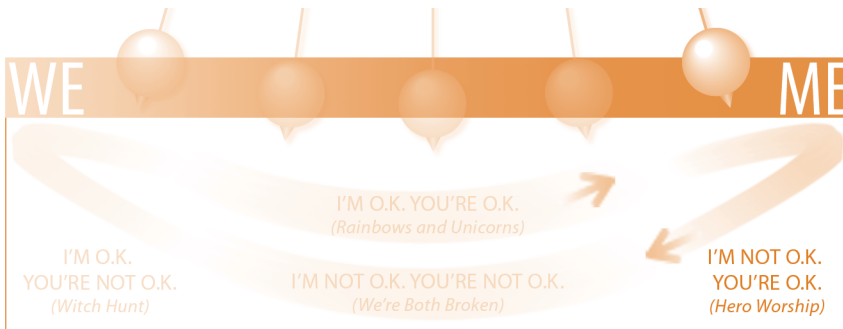
The Pendulum takes you back in time through the last 3000 years of history to explore how the 40 year shifts in society have affected Western society.

Your Roadmap to the Pendulum Cycle

Throughout this book, these graphics will show you visually where you are in the Pendulum cycle as we transition back and forth from a “ME” cycle to a “WE” cycle.

The text and graphics that are in **orange** indicate that you are reading about events during a “ME” cycle.

Figure 1.1 “ME” cycle.



Green text and graphics indicate a “WE” cycle.

Figure 1.2 “WE” cycle.



CHAPTER ONE - EPIPHANY

Search for a Rosetta Stone that will give you a window into the minds of these barbarians at the gate, so that in the future at least you’ll know how to do business with them.

There are no charts or tables in this chapter.

CHAPTER TWO - “ME” VERSUS “WE”

“Me” is the gravity of the Moon. “We” is the momentum of water.

Figure 2.1 “ME” cycle



1. Demands freedom of expression;
2. Applauds personal liberty;
3. Believes one man is wiser than a million men: “A camel is a racehorse designed by a committee”;
4. Wants to achieve a better life;
5. Is about big dreams;
6. Desires to be Number One: “I came, I saw, I conquered”;
7. Admires individual confidence and is attracted to decisive persons;
8. Believes leadership is “Look at me. Admire me. Emulate me if you can”; and
9. Strengthens a society’s sense of identity as it elevates attractive heroes.

Figure 2.2 “WE” cycle



1. demands conformity for the common good;
2. applauds personal responsibility;
3. believes a million men are wiser than one man: “Two heads are better than one”;
4. wants to create a better world;
5. is about small actions;
6. desires to be a productive member of the team: “I came, I saw, I concurred”;
7. admires individual humility and is attracted to thoughtful persons;
8. believes leadership is “is is the problem as I see it. Please consider the things I am telling you and perhaps we can solve this problem together”; and
9. strengthens a society’s sense of purpose as it considers all its problems.

Figure 2.3 Values and beliefs that motivate society in “WE” and “ME” cycles.

WE	DRIVERS OF A “WE” VS. DRIVERS OF A “ME”	ME
<ul style="list-style-type: none">• Demands conformity for the common good.• Applauds personal responsibility.• Believes a million men are wiser than one man.• Wants to create a better world. “I came, I saw, I concurred.”• Is about small actions.• Desires to be part of a productive team.• Admires humility and thoughtful persons.• Believes leadership is “This is the problem as I see it. Let’s solve it together.”• Strengthen society’s sense of purpose, focuses on solving problems.	<ul style="list-style-type: none">• Demands freedom of expression.• Applauds personal liberty.• Believes one man is wiser than a million men.• Wants to achieve a better life: “I came, I saw, I conquered.”• Is about big dreams.• Desires to be Number One.• Admires individual confidence and decisive persons.• Believes leadership is “Look at me. Admire me. Emulate me if you can.”• Strengthen society’s sense of identity, elevates attractive heroes.	

Figure 2.4 Upswing into a “WE” Zenith.

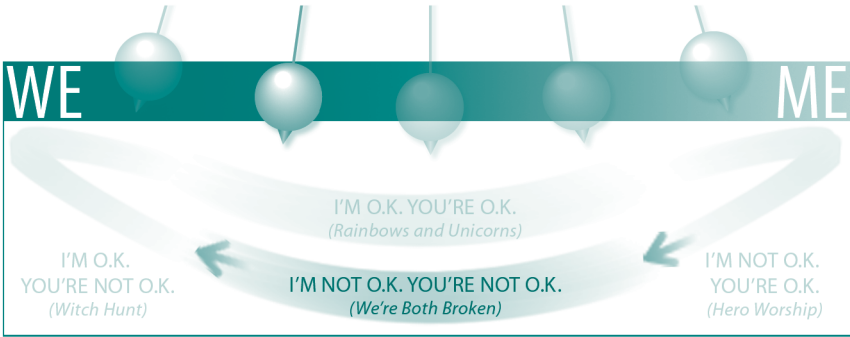


Figure 2.5 The shift in societal values as “WE” and “ME” cycles approach a Zenith, when we take a good thing too far.

WHAT HAPPENS WHEN WE TAKE A GOOD THING TOO FAR			
UPSWING WE VALUES	ZENITH WE (TOO FAR) VALUES	UPSWING ME VALUES	ZENITH ME (TOO FAR) VALUES
Responsibility	» Duty	Big dreams	» Hollowness
Humility	» Obligation	Individual expression	» Posing
Thoughtfulness	» Sacrifice	Freedom	» Phoniness
Conformity	» Regimentation	Being cool	» Self-centeredness
Authenticity	» Self-righteousness	Personal achievement	» Guru worship
Transparency	» Oppressiveness	Rose-colored lenses	» Depravity

CHAPTER THREE - WHAT DEFINES A GENERATION?

*It's not about age; it's about attitude. It's not about when you were born;
it's about how you see the world.*

Figure 3.1 Comparison of the mindset in a “WE” cycle versus that of a “ME” cycle.

“WE” MINDSET VS. “ME” MINDSET			
WE		ME	
“UNITED WE STAND, DIVIDED WE FALL”		“BE #1—SECOND PLACE IS THE FIRST LOSER”	
VALUES	REJECTS	VALUES	REJECTS
Responsibility	Relationships	Big dreams	Small actions
Humility	Teams	Individual expression	Conformity
Thoughtful	Small actions	Freedom	Self-sacrifice
Conformity	Connecting	Being cool	Self-denial
Authenticity	Volunteerism	Personal achievement	Personal responsibility
Transparency	Common good	Rose-colored lenses	Reality check

CHAPTER FOUR - DUALITY

For every action there is an equal, but opposite, reaction.

—Isaac Newton

Figure 4.1 Comparison of the mindset in a “WE” cycle versus that of a “ME” cycle.

“WE” MINDSET VS. “ME” MINDSET			
WE		ME	
<i>“UNITED WE STAND, DIVIDED WE FALL”</i>		<i>“BE #1—SECOND PLACE IS THE FIRST LOSER”</i>	
VALUES	REJECTS	VALUES	REJECTS
Responsibility	Relationships	Big dreams	Small actions
Humility	Teams	Individual expression	Conformity
Thoughtful	Small actions	Freedom	Self-sacrifice
Conformity	Connecting	Being cool	Self-denial
Authenticity	Volunteerism	Personal achievement	Personal responsibility
Transparency	Common good	Rose-colored lenses	Reality check

Figure 4.2 Comparison of Ego vs. Self.

EGO “WE” VS. SELF “ME”	
WE	ME
<i>SEAT OF OBJECTIVE IDENTITY</i>	<i>SEAT OF SUBJECTIVE IDENTITY</i>
RESPONSIBILITIES	DESIRES
<ul style="list-style-type: none"> Relationships and connections Am I making a difference? Do I matter? 	<ul style="list-style-type: none"> Personal wants and needs Am I happy? Do I have status?
Responsibility carried too far becomes slavery.	Freedom carried too far becomes depravity.

Figure 4.3 Examples of Duality.

THE CONCEPT OF DUALITY		
"The opposite of a correct statement is a false statement. But the opposite of a profound truth may well be another profound truth." —Niels Bohr		
• Yin	⋮	• Yang
• Positive	⋮	• Negative
• Good	⋮	• Evil
• Risk	⋮	• Reward
• Liberalism	⋮	• Conservatism
• Action	⋮	• Reaction

CHAPTER FIVE - ALPHA VOICES AND THE SIX-YEAR TRANSITIONARY WINDOW

When the Pendulum begins a new twenty-year upward climb, the sun shines more brightly, the birds sing more sweetly, and everyone grows excited as life itself is reinvented. Magic sparkles in the air: Pendulum

Figure 5.1 Alphas are leaders who herald the changing mindset after a “ME” and “WE” Zenith.

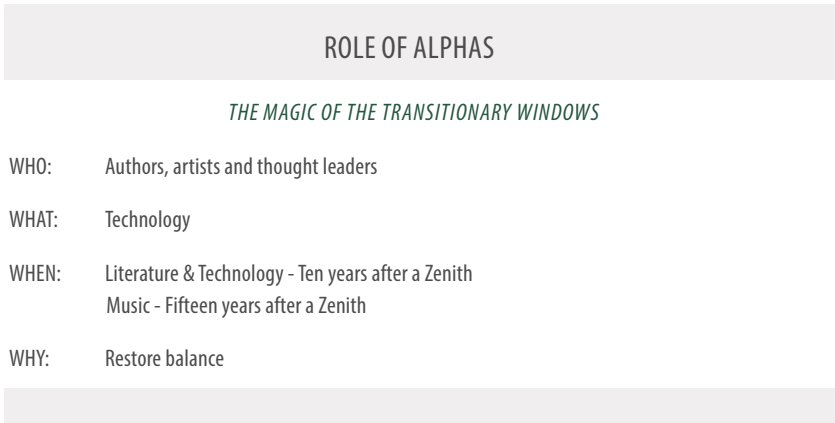


Figure 5.2 The Tipping Point from “ME” to “WE.”



CHAPTER SIX - THE LIMITS OF PREDICTABILITY

The Pendulum predicts only the momentum and direction of the majority in a society; most of the people, most of the time. Certainly not everyone. Certainly not always.

There are no charts or tables in this chapter.

CHAPTER SEVEN - LIMITS OF PREDICTABILITY

The Pendulum predicts only the momentum and direction of the majority in a society; most of the people, most of the time. Certainly not everyone. Certainly not always.

Figure 7.1 Moving toward the Zenith of "WE."



Figure 7.2 Popular music themes during the first half of an upswing into "WE."

WE POPULAR MUSIC THEMES: FIRST HALF OF AN UPSWING INTO "WE" (1923–1933)	
A TIME OF DUTY, OBLIGATION, AND SACRIFICE	
1923: "Downhearted Blues," Bessie Smith	MESSAGE
Trouble, trouble, I've had it all my days It seems that trouble's going to follow me to my grave.	Life is not a bed of roses.
1924: "It Had To Be You," Isham Jones	
Why do I do just as you say? Why must I just give you your way?	You're bossy and mean, but I love you anyway.

1925: "The Prisoner's Song," Vernon Dalhart

I'll be carried to the new jail tomorrow
Leaving my poor darling all alone.

I'm lonely and I wish I wasn't
lonely, but I'm going to remain
lonely.

1926: "Bye Bye Blackbird," Gene Austin

No one here can love and understand me
Oh, what hard luck stories they all hand me.

Life has been dark up until now,
but I'm going to make a change.

1927: "My Blue Heaven," Gene Austin

When whippoorwills call
And evening is nigh
I hurry to my Blue Heaven.

It's getting dark out there, but
I've got all I need.

1928: "T for Texas," Jimmie Rodgers

T for Texas, T for Tennessee
T for Thelma
The gal that made a wreck out of me.

Love hurts, and I'm angry
about it.

1928: "T for Texas," Jimmie Rodgers

T for Texas, T for Tennessee
T for Thelma
The gal that made a wreck out of me.

Love hurts, and I'm angry
about it.

Figure 7.3 Values of society during a "WE" cycle.

WE	MINDSET
<i>"UNITED WE STAND, DIVIDED WE FALL"</i>	
• Responsibility	• Relationships
• Humility	• Teams
• Thoughtful	• Small actions
• Conformity	• Connecting
• Authenticity	• Volunteerism
• Transparency	• Common good

Figure 7.4 Drivers of a “WE” cycle.

WE	DRIVERS OF A “WE” CYCLE
<ol style="list-style-type: none"> 1. Conforms for the common good. 2. Assumes personal responsibility. 3. Believes a million men are wiser than one man. 4. Wants to create a better world: “I came, I saw, I concurred.” 5. Small actions. 	<ol style="list-style-type: none"> 6. Desires to be part of a productive team. 7. Values humility and thoughtful persons. 8. Believes leadership is “This is the problem as I see it. Let’s solve it together.” 9. Focuses on solving problems to strengthen society’s sense of purpose.

CHAPTER EIGHT -
1923-1933:
FIRST HALF OF THE UPSWING
INTO “WE”

The first six years of any Upswing are beautiful, but then things begin to smell funny as we get our first good whiff of “taking a good thing too far.”

Figure 8.1 The second half of an upswing of a “WE” cycle.



Figure 8.2 Characteristics of society at the Zenith of a “WE” cycle.

WE

ZENITH CHARACTERISTICS

TAKING A GOOD THING TOO FAR

"WHEN A STUPID MAN IS DOING SOMETHING HE IS ASHAMED OF, HE ALWAYS
DECLARES THAT IT IS HIS DUTY."—George Bernard Shaw

- Personal liberties stripped away
- Self-righteous
- Duty, obligation, sacrifice
- Secretly dissatisfied

- Long for freedom
- Regimentation
- Process smothers innovation
- Claustrophobic and oppressive

Figure 8.3 Popular novel themes moving toward the Zenith of a “WE” cycle.

WE POPULAR NOVEL THEMES: REACHING ZENITH OF “WE” (1933–1943)	
<i>A TIME OF DUTY, OBLIGATION, AND SACRIFICE</i>	MESSAGE
“Anthony Adverse” Hervey Allen An orphan's debt to the man who raised him threatens to separate him forever from the woman he loves.	Duty and obligation
“As the Earth Turns” Gladys Hasty Carroll A year in the life of a rural family facing the modern world of airplanes, college educations, and city life.	Disillusionment and loss of innocence
“Ann Vickers” Sinclair Lewis Social worker/prison reformer looks for love with men who abuse her.	Personal suffering while helping others
“Magnificent Obsession” Lloyd C. Douglas A rescue crew resuscitates a man after a boating accident. Consequently, the crew is unable to save the life of a doctor, renowned for his ability to help people, who was having a heart attack on the other side of the lake at the same time. The man who was saved decides to devote his life to making up for the loss of the doctor's life.	Duty and obligation, personal sacrifice for the benefit of others
“One More River” John Galsworthy A young woman flees to England to escape her sadistic husband, falls in love, and becomes hopelessly compromised with a penniless young Englishman.	The injustice in life, the pain of love



(Stockphoto/Arndt)

Figure 8.4 Popular song themes moving toward the Zenith of a “WE” cycle.

WE POPULAR SONG THEMES: REACHING ZENITH OF “WE” (1933–1943)	
<i>A TIME OF DUTY, OBLIGATION, AND SACRIFICE</i>	
1938: “Begin the Beguine,” Artie Shaw	MESSAGE
And now when I hear people curse the chance that was wasted, I know but too well what they mean.	Yesterday was better than today.
1939: “Over the Rainbow,” Judy Garland	
And wake up where the clouds are far behind me, Where troubles melt like lemon drops . . .	Other places are better than this place.
1940: “In the Mood,” Glenn Miller	
Who’s the lovin’ daddy with the beautiful eyes What a pair o’ lips, I’d like to try ‘em for size.	I have needs that aren’t currently being met.
1941: “Chattanooga Choo Choo,” Glenn Miller	
Chattanooga choo choo, Won’t you choo choo me home?	I’m gettin’ outa here and goin’ to a better place.
1942: “White Christmas,” Bing Crosby	
I’m dreaming of a white Christmas Just like the ones I used to know.	I’m thinking back about good times of the past.
1943: “Paper Doll,” Mills Brothers	
I’d rather have a paper doll to call my own Than have a fickle-minded real live girl.	Someone did me wrong.

CHAPTER NINE - 1933-1943: SECOND HALF OF THE UPSWING, REACHING THE ZENITH OF “WE”

People will usually do in reality what they have seen themselves do in their minds. Heroes make us see grand possibilities — first we see it, then we do it.

—Michael R. Drew

Figure 9.1 The Zenith of a “WE” Cycle.



ZENITHS OF “WE” IN THE PAST 3,000 YEARS

WE ZENITHS OF “WE” IN THE PAST 3,000 YEARS

937 BCE: *Solomon*, near the end of his life, learned the wisdom of serving others and told his story in the Bible’s book of Ecclesiastes, written eight years before this Zenith of the “We.” (Bible scholar Mark A. Copeland indicated that Solomon likely wrote the book of Ecclesiastes around 945 BCE, when he was sixty-six years old). Born in 1011 BCE, six years after a Zenith on the Downswing of a “We,” Solomon’s bar mitzvah happened just before the tipping point into the Upswing of a “Me.” He was thirty-four years old at the “Me” Zenith (977 BCE) and fifty-four at the end of the “Me,” when it reached the tipping point that took him into a new “We” that would Zenith in 937 BCE. He lived to be eighty years old. His Ecclesiastes is a very interesting book.

857 BCE: Homer completes the *Iliad* and the *Odyssey* Just seven years after this “We” Zenith (850 BCE). The oldest extant works of Western literature, these are considered fundamental to the modern Western canon and have been influential in shaping Western culture. Stories are written for unnamed and unseen others, not for oneself. Consequently, the creation of literature is one of the purest expressions of “We.”



Capitoline Museum, Vatican Museums

777 BCE: The Olympic Games were born in the year following this Zenith, according to



the *Bibliotheca Historica* (Historical Library) of Diodorus Siculus, an ancient Greek historian. Modern scholars consider the date reliable. During a celebration of these ancient games an Olympic truce was enacted so that athletes could travel from their countries to the games in safety. As long as they met the entrance criteria, athletes from any country or city-state were allowed to participate. The prizes for the victors were olive wreaths or crowns.

697 BCE: Hezekiah ruled Judah in Israel, 726–697 BCE. (Other sources say his reign began in 715 BCE, but either way, his reign began during the Upswing of this “We.”) To bring the people into unity, Hezekiah sent letters across Judah and Israel asking everyone to attend a Passover celebration. The event was a huge success: “There was great joy in Jerusalem, for since the days of Solomon son of David king of Israel there had been nothing like this in Jerusalem.”⁷ Hezekiah strengthened Judah politically, expanded its borders, and built an underground tunnel to bring water into Jerusalem in case of a siege. Most scholars consider Hezekiah one of the best kings of any society in antiquity.

617 BCE: Athenian Law is codified by Draco, a legislator of ancient Athens. In 620 BCE, three years prior to the Zenith. Draco replaced the prevailing system of oral law delivered by *eupatrid thesmothetai*, “those who lay down the law,” with a written code to be enforced only by a court. This was also about the time that Aesop was born in Greece. His fables would do much to accelerate the next “We” as it swung upward.

537 BCE: Cyrus the Great created the earliest known Bill of Rights in 539 BCE immediately following his conquest of Babylon. The document has been called “the first declaration of human rights, which, for its advocacy of humane principles, justice and liberty, must be considered one of the most remarkable documents in the history of mankind.”⁸ However, those who would prefer to disparage all things Persian have hotly contested this assessment. (Persia is current-day Iran.) It is notable, however, that this same Cyrus, according to the Bible, allowed the captive Jews to return to Jerusalem during the first year of his reign.⁹



The Granger Collection, NYC

457 BCE: Decree of Artaxerxes I reestablished the government of Jerusalem. Ezra, the author of the Old Testament book by the same name, spearheaded this effort. Nehemiah, the author of the Old Testament book by the same name and cupbearer to Artaxerxes I, was later sent to rebuild the city walls and restore its defenses.



CC Image courtesy of Anna Perle/Flickr

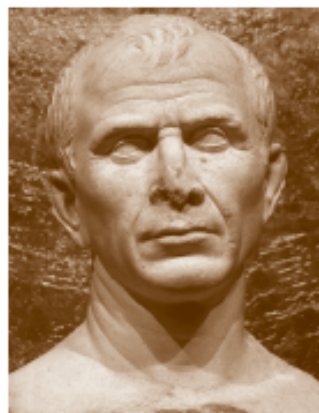
377 BCE: Plato founded his Academy in Athens in 387 BCE, ten years prior to the Zenith of the "We." In approximately 380 BCE he wrote *The Republic*, his world-altering treatise that concluded that justice is better than injustice. Whether or not Plato arrived at the right answers is debatable, but most people throughout Western history have agreed that he definitely asked the right questions about how people should live.

297 BCE: The "Latin Rights" Colony of Carseoli is so designated by the Romans just one year prior to the Zenith of this "We." These Latin Rights are significant because an early Roman conqueror defeated this same Latin League in the Battle of Lake Regillus at the Zenith of a "Me" twenty years earlier. Rome, now in a "We," extended to these former enemies many of the privileges of Roman citizens, including the important rights of *commercium* (the right of transacting business and conducting lawsuits in Rome on the same footing as Roman citizens) and *connubium* (the right of intermarriage with Romans). In effect, Rome said, "We're willing to accept each of you into the group as one of us."

217 BCE: The Roman Republic chose to ignore its long-standing policy that soldiers must be both citizens and property owners. This opened the door for military service to the common man. This decision was made precisely at the Zenith of a "We." Meanwhile in Palestine, Rabbi Judah HaNasi coordinated the redaction of the oral Torah of Judaism during the Upswing of this "We" in order to form the Mishnah, thereby saving millennia of wisdom that otherwise would have been lost.

137 BCE: Stoic Philosophy arrived in Rome just three years prior to this Zenith of the "We." In that same year (140 BCE) playwright Lucius Accius has his first play, *Atreus*, performed in Rome. Most of his fifty plays are tragedies, of course, because whining about problems and sacrificing ourselves to make things better is what we do at the Zenith of a "We." Stoic Philosophy embraces the belief that pain and hardship should be endured without a display of feelings and without complaint, saying essentially, "Pain is good. Life is pain. Crap happens and then you die. But we are doing the right thing. Oh Joy."

57 BCE: Julius Caesar (with Crassus and Pompey) used populist “We” tactics just three years prior to this Zenith to amass power within the Roman Senate. These tactics included feeding the poor (a grain dole) and limiting slavery, as slavery took jobs from poor free citizens. Caesar also garnered political support from the masses by attempting to expand citizenship to communities outside Italy.⁴ Caesar later betrayed the “We” and used this power to make himself dictator-for-life. When he was assassinated for this “Me” ambition, society was still in a “We,” although it was in the Downswing. Had Caesar made himself dictator during a “Me,” he likely would not have been assassinated. His successor, Octavius, later to be called Caesar Augustus, became the first emperor of Rome in the Upswing of the following “Me” in 27 BCE, halfway to the Zenith.



Musée d'Art et d'Antiquité

23: Jesus was presumably a carpenter in Nazareth at this time. Most scholars believe he was born between 6 BCE and 4 BCE, so he would have been around twenty-six to twenty-nine years old in 23 AD, when he was about to enter the wilderness for his forty-day fast. A new prefect of Judaea, Pontius Pilate, would be appointed three years later. Five years from then, Herod Antipas would execute John the Baptist, and shortly thereafter, in approximately 30 AD, Jesus would demonstrate the ultimate “We”:

WE

Greater love has no one than this: to lay down one's life for one's friends.

—John 15:13

103: Pliny the Younger, a consul of Rome, completed his *Panegyricus* and delivered it as oratory to the Roman Senate just three years prior to this Zenith of the “We.” The *Panegyricus* describes in detail the actions of a good leader in fields of administrative power such as taxes, justice, military discipline, and commerce.⁵ It served as something of a textbook for “We” administrations thereafter. It is notable that Pliny the Younger had been witness to the eruption of Mount Vesuvius twenty-one years earlier, in which his Uncle Pliny the Elder died.

183: The Decline of the Roman Empire begins in 180 AD following the death of Marcus Aurelius, the last of the “five good emperors,” just three years prior to this Zenith. The current emperor is Commodus, an out-of-control ego who believes he is the reincarnation of Hercules, frequently emulating that legendary hero's feats by appearing in the Roman arena to fight a variety of wild animals. The absence of a dynamic “Me” leader forty years prior (at the Zenith of the “Me” of 143) had caused Rome to become unfocused and undergo an identity crisis. Remember: heroes strengthen the identity of a society.

263: Emperor Aurelian built a wall around Rome (270) to protect the citizens from attack. To unify the people's religious beliefs, Aurelian chose to use the winter solstice to be celebrated as "The Birth of the Unconquered Sun." Roman Christians opted to embrace this celebration, but with a twist: they would celebrate a different birth. Later, Aurelian would be forgotten, but Christmas remained.

343: Constantine the Great of Rome sent grain, oil, iron, and wine to the Goths to thank them for repelling an invasion by the Vandals and Sarmatians. The Romans and the Goths then enter into a treaty. This was done in 331 AD, eight years after the tipping point on the Upswing of the "We."



Metropolitan Museum of Art

423: Emperor Honorius granted the title of "allies" to the Suevi/Asding Vandals "and gave the Visigoths the best land available in Gaul to settle upon (418). Also during the Upswing of this "We," the men who would become known as St. Jerome and St. Augustine of Hippo wrote "We" books that would influence the world for millennia.

503: "Lex Romana Burgundionum," the Code introduced by Gundobad, King of Burgundy, gave rights to his Burgundian and Roman subjects alike. This was begun in 485, during the Upswing of this "We." In 493 Clotilda, the Burgundian princess, married Clovis and, having embraced the Roman Rite herself, helped convert Clovis to Roman Christianity. Clovis became the first ruler (481–511) of the Merovingian dynasty, a kingdom that stretched from Northern Spain to the feet of Norway and Sweden. Although Clovis wasn't a particularly great ruler, his conversion to Orthodox Christianity was enough to make him King of the Franks in the eyes of the pope.

583: Peace Talks between the Saxons and Celts were held shortly after this Zenith by the man who would become known as Saint Augustine of Canterbury. This effort began when Augustine traveled from Rome to Canterbury, the headquarters of the Saxon king Ethelbert. The Saxon people had a reputation for being barbaric and fierce.

663: Augustine wasn't completely successful in his peace talks eighty years earlier, but it is interesting to note that a meaningful peace between the Celts and the Saxons finally emerged precisely at this next Zenith of this "We."

743: The Venerable Bede, known as the father of English church history, spent the Upswing of this "We" making certain that future generations would have an accurate account of life in that place and time. Bede was worried about people he would never meet. He committed himself to benefiting all of society in a way that had no immediate benefit to himself. His most important book, *The Ecclesiastical History of the English People*, was written in 731. Forward-thinking actions for the benefit of all are typical during the Upswing of a "We."

823: Charlemagne ruled during the Upswing of this "We."

The pope placed a gold crown on Charlemagne's head while he knelt in prayer at Saint Peter's on Christmas Day, 800 CE—the foundation of the Holy Roman Empire. Charlemagne believed the government should work to benefit those it ruled. He urged better farming methods and worked continually toward reforms that would improve the lives of the people. He even set up money standards to encourage commerce among the people. Charlemagne was not your average conqueror.



CC Image courtesy of Norman H. Dar

903: Better education and social order were the legacy of *Alfred the Great*, the Anglo-Saxon king during this Upswing of this "We." Alfred believed that learning "makes life more rewarding and enjoyable. . . . the worst thing of all is ignorance." His code of law based on the teachings of the Bible helped to maintain social order. He died in 899, just four years before the Zenith of this "We."

983: Trial by Jury was introduced by King *Æthelred* just fourteen years past this Zenith. *Æthelred* ruled England from 978 to 1016, with only a brief interruption in 1013 when Danish Viking raiders caused him to escape to Normandy for a year. Yes, they were perilous times—all the more reason to see his institution of trial by jury as remarkably advanced "We" thinking.

1063: William the Conqueror was crowned king on Christmas Day, 1066, at Westminster Abbey following the Battle of Hastings. William's only real distinction was that he commissioned the compilation of the *Domesday Book*, the precursor to the modern census, a survey of the productive capacity of the people of England.

1143: Geoffrey of Monmouth wrote *Historia Regum Britanniae* (*History of the Kings of Britain*) and, in so doing, created the legend of King Arthur and his *Knights of the Round Table*, men who sacrifice themselves willingly in the interest of doing good.

1223: Magna Carta was issued in 1215, eight years before the Zenith of this "We," and passed into law in 1225, two years after the Zenith. The Magna Carta was the first document forced onto an English King by a group of his subjects in an attempt to limit his powers by law. It is considered a precursor to the famous "We the People . . ." written by the framers of the US Constitution.

The Lateran Council of 1215 approved of burning at the stake as a punishment against heresy.

1303: Carta Mercatoria was issued by King Edward I. This allowed foreign merchants free entry and departure with their goods. Its message is that "A strong economy is the result of all of us working together."

1382: Winchester College was founded.⁷ It is now over six hundred years old and is the oldest of the original nine schools defined by the English Public Schools Act of 1868. (Also among the nine were Eton, Harrow, and Charterhouse).⁸ At about this same time King Richard II attempted to rule without consulting Parliament. The forces of the Lords Appellant quickly overpowered Richard's small army outside Oxford, and he was imprisoned in the Tower of London until he apologized and promised not to do it again.



The Boy King Arthur: "Sir Malory's poem is able, if too plain, but the other's queer bold."

1463: Thomas Malory, just seven years after this Zenith, completed his own version of the resurrected stories that had been told by Geoffrey of Monmouth 320 years earlier. Malory's tales of the Knights of the Round Table and their deeds for society glisten once more in his *Le Morte d'Arthur*. It is notable that the

technological "We" Alpha Voice that emerged shortly before the Upswing of "We" is the printing press of Johann Gutenberg. Wikipedia reports that printing presses in Western Europe produced more than twenty million books by the year 1500. A single Renaissance printing press could produce thirty-six hundred pages per workday.⁹ Consequently, books by best-selling authors, such as Martin Luther, were sold by the hundreds of thousands in their lifetime.

1543: Copernicus announced that the Earth is not the center of the universe but that it, in fact, revolves around the Sun. It stands to reason that this realization and the subsequent announcement that "We are not the center of the universe" would be made at the Zenith of a "We." Can you imagine anyone coming to that conclusion during a "Me"?



CC Image courtesy of Mathias de Haer / Nicolaus Copernicus bust

Just eleven years past this "We" Zenith, England's "Bloody Mary" revived the practice of burning at the stake and offers 284 Protestants as her offering to God.

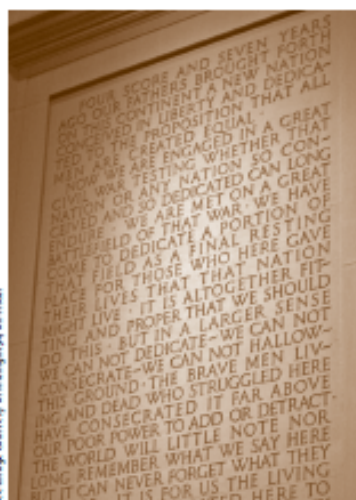
1623: The English Petition of Right stipulated that the king could no longer tax without Parliament's permission. This was passed in 1628, just five years after the Zenith. In 1624, just one year beyond the Zenith, the following words were written:

1703: The English Bill of Rights provided freedom of speech and banned cruel or unusual punishment. These strengthened Parliament further and gave the people more rights to express themselves. It was passed in 1689 during the Upswing of a "We," of course. This Upswing of the "We" (1683–1703) includes the *Glorious Revolution* (1688–1689) that established the final victory of Parliament (We) over the king (Me).

The Salem Witch Trials of 1692 began just eleven years prior to this "We" Zenith, making burning at the stake popular once more.

1783: The United States won the Revolutionary War and the US Congress ratified a preliminary peace treaty with Britain. British troops left New York City. In just three more years America's founding document would open with the words, "We the People..." One of the great "We" documents of all time, the US Constitution was written on the Upswing of a "We," of course. Just six years after this Zenith, the last article of *Declaration of the Rights of Man and of the Citizen* was adopted (August 1789) by the National Constituent Assembly of France (*Assemblée nationale constituante*) during the French Revolution.

1863: Gettysburg Address, in which Abraham Lincoln stated, "Four score and seven years ago our fathers brought forth on this continent a new nation, conceived in liberty, and dedicated to the proposition that all men are created equal." Just two years later, in 1865, French law professor and politician Édouard René de Laboulaye, a supporter of the Union in the American Civil War, made a comment during after-dinner conversation at his home near Versailles, stating, "If a monument should rise in the United States, as a memorial to their Independence, I should think it only natural if it were built by united effort—a common work of both our nations." Laboulaye's comment was not intended as a proposal, but nonetheless it inspired a young sculptor, Frédéric Bartholdi, who was present at the dinner. Bartholdi then went on to sculpt the *Statue of Liberty* and arranged for it to be given as a gift to America. Emma Lazarus later wrote the poem we all know, whose lines include, "Give me your tired, your poor, your huddled masses yearning to breathe free, the wretched refuse of your teeming shore. Send these, the homeless, tempest-tost to me, I lift my lamp beside the golden door!"



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1943: Adolph Hitler was the German promoter of "I'm OK, you're not OK," 1933–1945. Joseph Stalin was the Soviet promoter during his "Great Purge" of 1936–1938. Senator Joseph McCarthy was the American witch-hunt specialist with the help of the "Un-American Activities Committee," 1937–1953.

Union membership and military enlistments reached an all-time high in the United States. In Germany, nationalism was surging, as Germans began burning books at the halfway point of the Upswing. Sigmund Freud's books were prominent among those they burned, to which he quipped, "What progress we are making! In the Middle Ages they would have burned me. Now, they are content with burning my books." In 1938, five years before the

Zenith, T. H. White's *The Sword in the Stone* was published, the first volume in the eventual quartet of books published as *The Once and Future King*, White's version of Malory's version of the Knights of the Round Table. Just two years before this "We" Zenith, John Steinbeck mocked the dreams and illusions that are part of every "Me":

WE

There is a story told of a Swedish tramp, sitting in a ditch on midsummer night. He was ragged and dirty, and drunk, and he said to himself softly and in wonder, "I am rich, and happy, and perhaps a little beautiful."

—from *Sea of Cortez*¹²



The Story of King Arthur and of the Knights of the Round Table

Approaching this Zenith of the "We," John Steinbeck wrote his first commercial success, *Tortilla Flat*, which he considered to be a contemporary retelling of the story of the Knights of the Round Table. This is thus the *third* time that story has showed up at the Zenith of a "We," and this time it showed up *twice*.

2023: Wait and see. Or if you're really curious, keep reading and see what the authors are predicting. (Frankly, if you're not anticipating a resurgence of interest in the story of the Knights of the Round Table, we can only assume you've not been paying attention).

CHAPTER TEN - 1943-1953: THE FIRST HALF OF THE DOWNSWING OF “WE”

*The Downswing of a “We” is when we exhale from the emotional exhaustion
that comes from trying so very hard to be “good.”*

Figure 10.1 The first half of a downswing of “WE.”



Figure 10.2 Characteristics of society at the Zenith of a “WE” cycle.

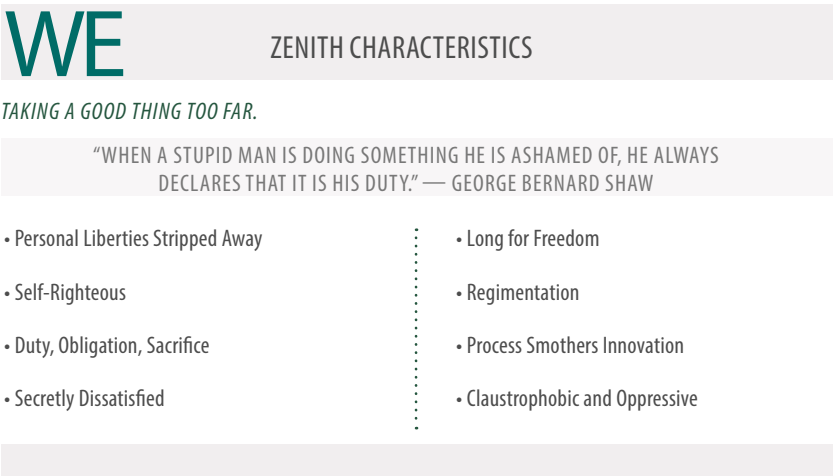


Figure 10.3 Popular music themes after a “WE” Zenith

WE POPULAR MUSIC THEMES: FIRST HALF OF A DOWNSWING FROM “WE” (1943–1953)	
<i>A TIME OF DUTY, OBLIGATION, AND SACRIFICE</i>	
1944: “Swinging on a Star,” Bing Crosby	MESSAGE
And by the way, if you hate to go to school You may grow up to be a mule.	Do the right thing or you’ll suffer.
	 <small>The Granger Collection, NYC</small>
1945: “Sentimental Journey,” Les Brown	MESSAGE
Gonna take a sentimental journey, to renew old memories.	Yesterday was better than this.
	 <small>James Kingtonman / Associated Booking Corp.</small>
1946: “Prisoner of Love,” Perry Como	
Although she has another, I can’t have another, for I’m not free!”	I want something I can’t have.
1947: “Chi-Baba, Chi-Baba,” Perry Como	
Many a year ago in old Sorrento a certain ditty was quite the thing, Whenever a mother rocked her baby in Sorrento this little ditty she used to sing	Yesterday was beautiful.
	 <small>G. Lange</small>

1948: "Buttons and Bows," Dinah Shore

My bones denounce the buckboard bounce
And the cactus hurts my toes

**I'm tired of plain things! Give
me finery!**

1949: "Ghost Riders in the Sky," Vaughn Monroe

If you want to save your soul from hell a' ridin' on our range
Then, cowboy, change your ways today

Do the right thing or you'll suffer.

1950: "Mona Lisa," Nat King Cole

Do you smile to tempt a lover, Mona Lisa?
Or is this your way to hide a broken heart?

MESSAGE

**What I desire seems distant
from me.**



CCImage

CHAPTER ELEVEN -
1953-1963:
THE SECOND HALF OF THE
DOWNSWING OF “WE”

The Alpha Voices of literature often pay a heavy price for their immortality: Salinger went into deep seclusion for the rest of his life and Kerouac drank himself to death.

—Michael R. Drew

Figure 11.1 The second half of a downswing of “WE.”



Figure 11.2 Mindset and values of a “ME” mindset.

MINDSET		ME
BE #1. SECOND PLACE IS THE FIRST LOSER.		
Values		Rejects
• Big dreams	⋮	• Small actions
• Individual expression	⋮	• Conformity
• Freedom	⋮	• Self-sacrifice
• Feeling good, looking good	⋮	• Self-denial
• Personal achievement	⋮	• Personal responsibility
• Rose-colored lenses	⋮	• Reality check

Figure 11.3 Alpha voices leading into a “ME” cycle.

ALPHA VOICES LEADING INTO A “ME” (1953–1963)		ME
Literature: Charles Baudelaire’s poems republished. <i>Playboy</i> makes its debut. J. D. Salinger writes <i>Catcher in the Rye</i> Jack Kerouac writes <i>On the Road</i>	MESSAGE: Reckless, uninhibited heroes breaking free from restraints of polite society are what we want. Flaunt your freedom.	
Technology: The first Corvette	MESSAGE: Whoever drives me is free to be young, free, and beautiful forever Life is an adventure. Hop in.	
Music: Rock and Roll is born	MESSAGE: Loosen up and move around. It’s not obscene—it feels good and it’s fun!	

Top 100 Songs from 1958

WE	TOP 100 SONGS FROM 1958	ME
1. "Tom Dooley," The Kingston Trio	MESSAGE	
Hang down your head, Tom Dooley Hang down your head and cry Hang down your head, Tom Dooley Poor boy, you're bound to die.	Do the wrong thing and you'll suffer for it.	
2. "All I Have to Do Is Dream," The Everly Brothers		
3. "Volare," Domenico Modugno		
4. "Johnny B. Goode," Chuck Berry— <i>rock and roll!</i>		
Maybe someday your name will be in lights Saying "Johnny B. Goode tonight."	You've got talent and you're going to be famous!	
5. "Bird Dog," The Everly Brothers		
6. "Tequila," Champs		
7. "It's All in the Game," Tommy Edwards		
8. "It's Only Make Believe," Conway Twitty		
9. "When," The Kalin Twins		
10. "Who's Sorry Now?" Connie Francis		
11. "Patricia," Perez Prado		
12. "Twilight Time," The Platters		
13. "Summertime Blues," Eddie Cochran		
14. "Yakety Yak," The Coasters— <i>rock and roll!</i>		

15. "Catch a Falling Star," Perry Como

16. "La Bamba," Ritchie Valens—rock and roll!

17. "One Night," Elvis Presley—rock and roll!

18. "Fever," Peggy Lee

19. "Witch Doctor," David Seville & the Chipmunks—rock and roll!

20. "Sweet Little Sixteen," Chuck Berry—rock and roll!

21. "I Got Stung," Elvis Presley—rock and roll!

22. "Don't," Elvis Presley—rock and roll!

23. "Volare," Dean Martin

24. "Little Star," Elegants

25. "Sail along Silvery Moon," Billy Vaughn

26. "Magic Moments," Perry Como

27. "Get a Job," The Silhouettes—rock and roll!

28. "To Know Him is to Love Him," The Teddy Bears

29. "Hard Headed Woman," Elvis Presley—rock and roll!

30. "Good Golly Miss Molly!" Little Richard—rock and roll!

31. "Chantilly Lace," Big Bopper—rock and roll!

32. "Poor Little Fool," Ricky Nelson—rock and roll!

33. "He's Got the Whole World in His Hands," Laurie London

34. "Return to Me," Dean Martin



35. "Lollipop," The Chordettes—*rock and roll!*
36. "Rockin' Robin," Bobby Day—*rock and roll!*
37. "Stupid Cupid," Connie Francis—*rock and roll!*
38. "Wear My Ring around Your Neck," Elvis Presley—*rock and roll!*
39. "Purple People Eater," Sheb Wooley—*rock and roll!*
40. "C'mon Everybody," Eddie Cochran—*rock and roll!*
41. "Lonely Teardrops," Jackie Wilson
42. "Rumble," Link Wray
43. "Tears on My Pillow," The Imperials
44. "I Wonder Why," Dion & the Belmonts
45. "Rave On," Buddy Holly—*rock and roll!*
46. "Do You Want to Dance?" Bobby Freeman—*rock and roll!*
47. "Rebel Rouser," Duane Eddy—*rock and roll!*
48. "The Story of My Life," Michael Holliday
49. "You Are My Destiny," Paul Anka
50. "The Day the Rains Came," Jane Morgan
51. "Sixteen Candles," The Crests
52. "Stood Up," Ricky Nelson
53. "Buona Sera," Louis Prima
54. "King Creole," Elvis Presley—*rock and roll!*

55. "Carolina Moon," Connie Francis

56. "March from the River Kwai," Mitch Miller

57. "The Chipmunk Song (Christmas Don't Be Late)," David Seville & the Chipmunks

58. "Splish Splash," Bobby Darin

59. "A Pub with No Beer," Slim Dusty

60. "Guaglione," Perez Prado

61. "Tea for Two," Tommy Dorsey

62. "Maybe," The Chantels

63. "Claudette," Everly Brothers

64. "For Your Precious Love," Jerry Butler

65. "My True Love," Jack Scott

66. "Susie Darlin'," Robin Luke

67. "Devoted to You," The Everly Brothers

68. "La Paloma," Billy Vaughn

69. "Move It," Cliff Richard

70. "Breathless," Jerry Lee Lewis—*rock and roll!*

71. "Mandolins in the Moonlight," Perry Como

72. "A Certain Smile," Johnny Mathis

73. "Hoots Mon," Lord Rockingham's XI

74. "More Than Ever," Coma Prima

75. "Whole Lotta Woman," Marvin Rainwater

76. "Book of Love," The Monotones—*rock and roll!*

77. "Queen of the Hop," Bobby Darin

78. "Gotta Travel On," Billy Grammer

79. "Rock 'n' Roll Is Here to Stay," Danny & the Juniors—*rock and roll!*

80. "One for My Baby," Shirley Bassey

81. "As I Love You," Shirley Bassey

82. "Big Man," Four Preps

83. "Problems," The Everly Brothers

84. "Whole Lotta Loving," Fats Domino—*rock and roll!*

85. "A Lover's Question," Clyde McPhatter

86. "High School Confidential," Jerry Lee Lewis—*rock and roll!*

87. "Willie & the Hand Jive," Johnny Otis—*rock and roll!*

88. "Carol," Chuck Berry—*rock and roll!*

89. "Born Too Late," Poni-Tails

90. "Crazy Love," Paul Anka

91. "Witchcraft," Frank Sinatra

92. "Try Me," James Brown—*rock and roll!*

93. "Come Prima," Dalida

94. "Goodbye Baby," Jack Scott



95. "Western Movies," Olympics

96. "Lonesome Town," Ricky Nelson

97. "A Wonderful Time Up There," Pat Boone

98. "Short Shorts," Royal Teens

99. "Maybe Baby," Buddy Holly—*rock and roll!*

100. "Tulips from Amsterdam," Max Bygraves

CHAPTER TWELVE - 1963-1973: THE FIRST HALF OF THE UPSWING INTO “ME”

Welcome to the Upswing of “Me,” when individualism is the holy grail of human existence and everyone asks, “Who am I?” and wonders, “Am I being true to myself?”

Figure 12.1 The first half of the upswing to “ME.”



Figure 12.2 Characteristics of “ME.”

CHARACTERISTICS OF “ME”		ME
1.	Freedom of expression	
2.	Personal liberty	
3.	One man is wiser than a million men.	
4.	Wants to achieve a better life—“I came, I saw, I conquered.”	
5.	Big dreams	
6.	Wants to be number one	
7.	Individual confidence and decisive persons	
8.	Leadership is “Look at me. Admire me. Emulate me if you can.”	
9.	Elevates attractive heroes to strengthen society’s sense of identity	

Figure 12.3 “ME” Mindset

“ME” MINDSET		ME
<i>LIFE IS BEAUTIFUL AND ANYTHING IS POSSIBLE IN THE EARLY YEARS OF AN UPSWING</i>		
Individuality	Carefree	
Spontaneous	Reckless	
Lighthearted	Sensation	
WE SPOKESPERSON		ME SPOKESPERSON
Eeyore	Tigger	
<i>Somebody's got to do it. And it's probably me.</i>	<i>But the most wonderful thing about</i>	
<i>Oh well. Let's get started.</i>	<i>Tiggers is . . . I'm the only one!</i>	

Figure 12.4 Music themes from an upswing into “ME.”

POPULAR MUSIC THEMES: FIRST HALF OF AN UPSWING INTO “ME” (1963–1973)		ME
<i>LIFE IS BEAUTIFUL AND ANYTHING IS POSSIBLE</i>		
1964: “I Want to Hold Your Hand,” The Beatles	MESSAGE	
And when I touch you I feel happy inside.	I want to touch you. Right now.	
1965: “(I Can’t Get No) Satisfaction,” The Rolling Stones		
And I’m doin’ this and I’m signing that And I’m tryin’ to make some girl Who tells me, “Baby, better come back later next week.”	Life is all about satisfying your urges.	
1966: “Good Vibrations,” The Beach Boys		
I’m pickin’ up good vibrations. She’s giving me excitations.	My girlfriend makes me feel good. She turns me on.	
“I Want to Hold Your Hand” The Beatles	I want to touch you. Right now.	
“(I Can’t Get No) Satisfaction,” The Rolling Stones	Life is all about satisfying your urges.	
“A Whiter Shade of Pale,” Procol Harum	Eat, drink and be merry, for tomorrow you may die.	
“Hey Jude,” The Beatles	Don’t be down—be happy!	
“Imagine,” John Lennon	If only . . .	
“American Pie,” Don McLean	Goodbye, good ol’ days.	



CHAPTER THIRTEEN - 1973-1983: THE UPSWING OF “ME” REACHES ITS LIMIT

At its Zenith, the message of “Me” is conspicuous consumption. Get all you can.

Figure 13.1 Best-selling books from an upswing into “ME.”

BEST-SELLING BOOKS IN AN UPSWING OF “ME” (1973)		ME
1. <i>Jonathan Livingston Seagull</i> , Richard Bach	<hr/>	
	This is the parable of a seagull that breaks away from the flock and sets out to find himself. More than a million of us read it and said dreamily, “I see myself in that bird . . . He flies so high . . . all alone . . . and no one understands him. Yes, that bird is me.	
2. <i>Once Is Not Enough</i> , Jacqueline Susann	<hr/>	
	This is the story of a young woman’s drug use and sexual escapades. The book ends as she tries LSD and takes part in an orgy. She then wanders onto the beach, where she hallucinates that she sees her father and walks into the ocean after him, presumably drowning.	
3. <i>Breakfast of Champions</i> , Kurt Vonnegut	<hr/>	
	The story of “two lonesome, skinny, fairly old white men on a planet which was dying fast.” One of these men, Dwayne Hoover, is a normal-looking but deeply deranged Pontiac dealer and Burger Chef franchise owner who becomes obsessed with the writings of a science fiction author, Kilgore Trout, taking them for literal truth. Dwayne Hoover comes to believe that he, Dwayne Hoover, is the only individual in the universe with free will. ³	

Figure 13.2 Popular music themes during a “ME” Zenith.

POPULAR MUSIC THEMES: AN UPSWING OF “ME” REACHES ITS LIMITS I (1973) ME	
SYMBOLIC AND CRYPTIC AND SINGING SAPPY-HAPPY SONGS	
1. “Angie,” The Rolling Stones	MESSAGE
Angie, you’re beautiful, but ain’t it time we said good-bye?	I loved you. I had you. Now I’m leaving you.
2. “Tie a Yellow Ribbon Round the Ole Oak Tree,” Tony Orlando & Dawn	
Now the whole damn bus is cheering And I can’t believe I see A hundred yellow ribbons ‘round the old oak tree. I’m comin’ home.	I needed forgiveness and you gave it to me. Life is good!
3. “Killing Me Softly with His Song,” Roberta Flack	
He sang as if he knew me in all my dark despair and then he looked right through me as if I wasn’t there.	I was in pain but a song made me feel better.
4. “You’re So Vain,” Carly Simon	
You’re so vain, I’ll bet you think this song is about you. Don’t you? Don’t you? Don’t you?	Even though you’re successful, you’re still posing.


Figure 13.3 Moving into a Zenith of “ME.”



Figure 13.4 Popular Literature in the Zenith of a “ME” cycle.”

POPULAR LITERATURE THEMES: ZENITH OF A “ME” CYCLE (1983)	ME
<p>1. <i>Return of the Jedi</i>, James Kahn</p> <hr/> <p>Written as a companion to the blockbuster movie, the book describes how the savior of the universe, Luke Skywalker, rescues his friend, Han Solo, from the vile gangster, Jabba the Hutt. Meanwhile, Darth Vader makes plans to crush the Rebel Alliance once and for all.</p>	
<p>2. <i>Poland</i>, James Michener</p> <hr/> <p>This is a saga about generations of people in Bukowo, Poland, where, “A Pole is a man born with a sword in his right hand, a brick in his left. When the battle is over, he starts to rebuild.”</p>	
<p>3. <i>Pet Cemetery</i>, Stephen King</p> <hr/> <p>This is a horror story about an ancient burial ground of the Micmac Indians that brings the dead back to life.</p> <p>That year, slick, tight, polished, professional, and fully choreographed, Michael Jackson swept the American Grammys with an unprecedented eight wins in this pinnacle year of his career. The music videos of his album <i>Thriller</i> featured zombies, ghouls, werewolves, and mummies as rock stars. It became the best-selling album of all time, with the sales of over 110 million copies worldwide.</p>	

Figure 13.5 Popular Music Themes: Zenith of a “Me” Cycle

POPULAR MUSIC THEMES: ZENITH OF A “ME” CYCLE (1983)		ME
1. “Flashdance . . . What a Feeling,”		
Irene Cara	MESSAGE	
Take your passion, and make it happen. Pictures come alive, you can dance right through your life.”	I can do anything.	
2. “Billie Jean,” Michael Jackson		
Billie Jean is not my lover. She’s just a girl who claims that I am the one. But the kid is not my son.	I refuse to take responsibility for the child I fathered.	
3. “Every Breath You Take,” The Police		
How my poor heart aches with every step you take, every move you make, every vow you break, every smile you fake, every claim you stake. I’ll be watching you.	I am obsessed with you and I must have you.	
4. “Karma Chameleon,” Culture Club		
I’m a man without conviction. I’m a man who doesn’t know how to sell a contradiction.	Although there’s been much speculation, no one has ever been entirely sure what this song is about. The writer of the song, Boy George, was a heroin addict who later went to prison for assault and the false imprisonment of a male escort. Remember, mystical symbolism, extreme sensation, and individuality tend to spiral out of control at the Zenith of a “Me.”	
		
5. “99 Red Balloons,” Nena		
Panic bells, it’s red alert. There’s something here from somewhere else. The war machine springs to life.	Everyone is poised to overreact— a bag of balloons could start a war.	
6. “Let’s Dance,” David Bowie		
Let’s sway while color lights up your face Let’s sway through the crowd to an empty space.	Let’s dance and sway and live this moment together. Right now.	

CHAPTER FOURTEEN - THREE THOUSAND YEARS OF “ME”: A “ME” IS ABOUT BIG DREAMS

Propelled by the momentum of the society around them, leaders at the Zenith of a “Me” tend to become very full of themselves.

Figure 14.1 Values and beliefs in society during a “ME” cycle.

“ME” IS ABOUT ...
ME

1. Freedom of expression
2. Personal liberty
3. One man is wiser than a million men.
4. Wants to achieve a better life—“I came, I saw, I conquered!”
5. Big dreams
6. Wants to be number one
7. Individual confidence and decisive persons
8. Leadership is “Look at me. Admire me. Emulate me if you can.”
9. Elevates attractive heroes to strengthen society’s sense of identity



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Figure 14.2 Values of “ME” Zenith when society takes a good thing too far.

ZENITHS OF “ME” OVER THE LAST THREE THOUSAND YEARS
ME

977 BCE: Solomon is King. And young (about thirty-four years old). And at the Zenith of a “Me.”

I said to myself, “Come now, I will test you with pleasure to find out what is good” . . . I tried cheering myself with wine, and embracing folly . . . I undertook great projects: I built houses for myself and planted vineyards. I made gardens and parks and planted all kinds of fruit trees in them. I made reservoirs to water groves of flourishing trees. I bought male and female slaves and had other slaves who were born in my house. I also owned more herds and flocks than anyone in Jerusalem before me. I amassed silver and gold for myself, and the treasure of kings and provinces. I acquired male and female singers, and a harem as well—the delights of a man’s heart. I became greater by far than anyone in Jerusalem before me.

I denied myself nothing my eyes desired; I refused my heart no pleasure.

897 BCE: *King Ahab of Israel and Jezebel*, his wife, desired the vineyard of Naboth, their neighbor. He refused to sell, so they had him killed. This is a very famous "Me" episode in the Bible (1 Kings 21). The *Encyclopedia Americana* lists this event as happening in 897 BCE, but many scholars list it a few years past this Zenith of "Me."

The ends justify the means.

817 BCE: *Jehu "drives like a maniac."* Joram, son of Ahab, is King of Israel. When Jehu decided to kill Joram, he thundered off in his chariot like a hero in an action film.

ME

When the lookout standing on the tower in Jezreel saw Jehu's troops approaching, he called out, "I see some troops coming."

"Get a horseman," Joram ordered. "Send him to meet them and ask, 'Do you come in peace?'"

The horseman rode off to meet Jehu and said, "This is what the king says: 'Do you come in peace?'"

"What do you have to do with peace?" Jehu replied. "Fall in behind me."

The lookout reported, "The messenger has reached them, but he isn't coming back."

So the king sent out a second horseman. When he came to them he said, "This is what the king says: 'Do you come in peace?'"

Jehu replied, "What do you have to do with peace? Fall in behind me."

The lookout reported, "He has reached them, but he isn't coming back either. The driving is like that of Jehu son of Nimshi—he drives like a maniac."

—2 Kings 9

ME

Jehu shot Joram through the heart with an arrow. As he was leaving, Joram's mother, Jezebel, shouts something insolent at Jehu from the window of a tower.

He looked up at the window and called out, "Who is on my side? Who?" Two or three eunuchs looked down at him. "Throw her down!" Jehu said. So they threw her down, and some of her blood splattered the wall and the horses as they trampled her underfoot.

—2 Kings 9

Other men walk, but I explode onto the scene. I am Jehu.

737 BCE: *Isaiah* became a prophet in Israel on the Upswing of this "Me" (about 742 BCE) and served as a guiding light in that nation for more than sixty years.

ME

In the year that King Uzziah died, I saw the Lord sitting on a throne, high and lofty; and the hem of his robe filled the temple. . . . Then I heard the voice of the Lord saying, "Whom shall I send, and who will go for us? " And I said, "Here am I; send me!"

—Isaiah 6

Dynamic figures often emerge during a "Me." Some of these are infamously bad, like Ahab and Jezebel, whereas others are heroic and good, like Isaiah.

Here am I; send me!

667 BCE: King Byzas of Megara (near Athens) founded Byzantium after asking the Oracle at Delphi where he should build his city. She told him to build it "opposite the blind." Byzas had no idea what she meant, but when he sailed the Bosphorus he suddenly understood: on the eastern shore was a Greek city, Chalcedon, whose founders had overlooked a superior location only 1.9 miles away. Byzas founded his city "opposite" Chalcedon on the western shore and named it Byzantium, after himself. The city was later renamed Constantinople and was, for a time, the Imperial residence of Emperor Constantine. Then it was the capital of the Byzantine Empire (the Greek-speaking Roman Empire of late Antiquity and the Middle Ages) for more than a thousand years. Byzantium/Constantinople became Istanbul in 1930.

My dream and my destiny are to build a royal city.

577 BCE: The *Circus Maximus* in Rome (575 BCE) opened late during the rule of Tarquinius Priscus. The Circus Maximus was a legendary chariot-racing track, Rome's original spectacle. According to *Ab Urbe Condita Libri*, or *Chapters from the Foundation of the City*, by the Roman historian Titus Livius (59 BCE–CE 17), horses and boxers from Etruria were the first to participate in the annual games that began at this time. The city was then known as Rumula (named after Romulus), but was the name later shortened to Rome.

A city? You say you're going to build a city? I'll show you a city.

497 BCE: Aulus Postumius Albus Regillensis led an infant Rome to victory over the Latin League at the Battle of Lake Regillus (496 BCE). This is the beginning of the Roman legend of Castor and Pollux, the twins of the constellation Gemini, who, according to legend, assisted the Romans in the battle. Because one twin was mortal and the other immortal, Castor and Pollux became symbols of the idea that death and immortality are not opposites but rather twinned, thus leading to the definitive "Me" statement of every conqueror, every warrior.

To die with valor is to become immortal.

417 BCE: Socrates, now fifty-two years old and in his prime, openly objected to the democratic government of Athens. Plato, his star pupil, would later say that the only good government would be the rule of a Philosopher-King.

One man is wiser than a million men.

337 BCE: Alexander the Great assumed the throne of Macedonia (336 BCE) upon the murder of his father and quickly began his conquest of the world. When Alexander died in his early thirties, he left no strong government behind, so his largely unprotected empire became easy pickings for the ambitious leaders of Rome, a young city-state on the move.

The world needs a king—me.



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257 BCE: The tribes of Rome reached their pinnacle of thirty-five during the Upswing of this "Me," with each Tribe having its own tribunal to represent them in all civil, religious, and military affairs. Rome originally comprised just three tribes: the Ramnes, Tities, and Luceres. But during a "Me" groups tend to splinter as opposed to coming together as they do in a "We."

To hell with working together; I'm making sure my family comes out on top.

177 BCE: The Circus Maximus was rebuilt in marble three stories high (it was previously wooden) and spectacular gates are added. This ancient Roman chariot racing stadium was now 2,037 feet in length and 387 feet in width and could accommodate about 150,000 spectators. It shouted to the world,

Behold! And be amazed at the magnificence that is Rome.

97 BCE: Hillel the Elder—one of the most important figures in Jewish history, is associated with developing both the Mishnah and the Talmud, and is renowned within Judaism as a sage and scholar—has his Bar Mitzvah and soon began to make his mark on the world. Hillel understood the healthy aspects of "Me" and has been remembered for it for more than two thousand years. Two of his most famous sayings are:

If not now, when? and If I am not for myself, who will be for me? And when I am for myself, what am "I"?

17 BCE: Caesar Augustus, previously known as Octavius, became the first emperor of Rome. In 27 BCE, when the Pendulum was halfway to this Zenith. At the age of twenty-five, Tiberius was made "pontifex maximus," the high priest of the religion of ancient Rome, just two years prior to the Zenith. He would be the second emperor of Rome thirty-one years later. According to Tacitus, Tiberius derided the Roman Senate as "men fit to be slaves."

I am better than the best.

63 CE: Nero, perhaps the definitive, out-of-control "Me," was then in full swing as emperor of Rome, having begun his reign in the middle of the Upswing of the "Me" in 54 CE. His reign is associated with tyranny, debauchery, and excess. Many believe Nero started the great fire of Rome in 64 CE in order to obtain just a small part of the land that he wanted. According to the writings of Tacitus, Suetonius, and Cassius Dio, Nero was also known for having Christians burned in his garden at night for a source of light. Facing certain assassination, he committed suicide on June 9, 68 CE. Sounds a little like Adolph Hitler, doesn't he?

You want to see crazy? I'll show you crazy.

143 CE: No Strong "Me" leader emerges at this time. The current Roman emperor, Antoninus Pius, just two years prior to this "Me" Zenith, instituted the *Puellae Faustinae*, a charitable foundation for daughters of the poorer people of Rome.

What!? A "We" leader at the Zenith of a "Me"? This will lead to disastrous consequences forty years later, at the Zenith of the "We" in 183.

You haven't forgotten about Nero, have you?



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233 CE: Emperor *Elagabalus*, just three years prior to the Zenith, announced that the Syrian sun god, El-Gabal, for whom he is priest, was the only true god. Soon thereafter his own Praetorian Guard murdered Elagabalus while he was in a latrine.

I am the spokesman for God.

303 CE: Emperor *Galerius* miraculously turned the tide of the war against Persia and defeated the king, Narseh, just six years prior to this Zenith. He then reconquered Mesopotamia. Full of "Me" at the Zenith, on February 24, 303, Galerius insisted that edicts of persecution be issued against the Christians. Galerius maintained this policy of repression until he issued a general edict of toleration in April 311, apparently during his last bout of illness, shortly before he died from a horribly gruesome disease Eusebius later described, possibly some form of bowel cancer, gangrenem or Fournier gangrene.²

Woe to him that I do not favor, for I have the power to hurt.

383 CE: Emperor *Theodosius the Great*, perhaps suspicious of what happened to emperors Galerius and Elagabalus, declared Christianity to be the official religion of the Roman Empire. Propelled by the momentum of the society around them, leaders at the Zenith of a "Me" tend to become very full of themselves.

You must believe as I believe.

463 CE: *Atila* became king of the Huns just before a "Me" and consolidated his power throughout the Upswing of that "Me" to its Zenith. *Callinicus*, in his *Life of Saint Hypatius*, wrote,

The barbarian nation of the Huns, which was in Thrace, became so great that more than a hundred cities were captured and Constantinople almost came into danger and most men fled from it. . . . And there were so many murders and blood-lettings that the dead could not be numbered. Ay, for they took captive the churches and monasteries and slew the monks and maidens in great numbers.

Make no mistake—I'm bad to the bone.

543 CE: *Belisarius* was the hero of Rome. During the Upswing of this "Me" this Roman general defeated the army of *Xerxes*, defeated the Vandals at *Ad Decimum*, captured the city of *Carthage*, and so thoroughly reconquered North Africa that the Vandals ceased to exist as a unified tribe. Then he captured the city of *Ravenna*. When the Bulgars were invading Constantinople in 558, who did *Justinian the Great* call out of retirement to repel them? *Belisarius*, of course. In 565 *Belisarius* died in a peaceful retirement at the age of sixty. Now *that's* a hero.

If I had tights and a cape, I believe I could fly.

632 CE: *Muhammad*, the founder of Islam, was fifty-three years old and halfway finished transcribing the *Quran* at the Zenith of this "Me." Muslims believe that the *Quran* was verbally revealed to *Muhammad* through the angel *Jibril* (*Gabriel*) over a period of twenty-three years beginning in 610 CE, when *Muhammad* was forty, and concluding in 632 CE, the year of his death.³ *Muhammad* is a classic hero, easy to admire and active as a diplomat, merchant, philosopher, orator, legislator, reformer, and military general. In 1718 *Simon Ockley* wrote in his book, *The History of the Saracen Empires*, "The greatest success of *Mohammad's* life was effected by sheer moral force."

To the light I have attained and in the light I live.

703 CE: *Archdeacon Paschal* tried to buy the Papacy, and archpriest *Theodore* tried to steal it during the Upswing of this "Me." (These things just don't happen during a "We.") The mass of clergy, however, set *Paschal* and *Theodore* both aside and chose *Sergius*, who was duly consecrated. To his credit, *Sergius* (later to become Pope *St. Sergius I*) attempted to recruit the *Venerable Bede* as his adviser.

The wicked struggle for power, and the good protect it from them.

783 CE: *Byzantine Emperor Constantine VI* was in the third year of his reign. He was twelve years old and had been engaged for a year to *Rotrude*, a daughter of *Charlemagne*. When he was twenty-one, *Kardam* of *Bulgaria* defeated him in battle, and *Constantine VI* did not respond with enough style and glamour to satisfy his followers, so a movement developed to elevate his uncle *Caesar Nikephoros* to become the empire's new emperor.

Constantine responded by having his uncle's eyes put out and cutting off the tongues of his father's four other half-brothers. He then divorced his wife because she had failed to provide him with a male heir and married his mistress. The people needed a hero, and Constantine VI obviously wasn't it, so at the age of twenty-six he was apprehended and cruelly blinded by his captors, dying of his wounds a few days later.

Be an elegant captain when society is in a "Me" or your people will throw you overboard.

863 CE: *Al-Battani* solved the riddles of the sun and the stars in 877 AD. His calculations would be instrumental in helping Tycho Brahe, Kepler, Galileo, and Copernicus solve their own riddles six hundred years later and two thousand miles away. He wrote,

After having lengthily applied myself in the study of this science, I have noticed that the works on the movements of the planets differed consistently with each other, and that many authors made errors in the manner of undertaking their observation, and establishing their rules. I also noticed that with time, the position of the planets changed according to recent and older observations; changes caused by the obliquity of the ecliptic, affecting the calculation of the years and that of eclipses. Continuous focus on these things drove me to perfect and confirm such a science.⁴

I did it because it was my passion.

943 CE: *Otto the Great* took the throne of Germany (then known as East Francia) in 936 and arranged for his coronation to be held in Charlemagne's former capital of Aachen. He is duke of Saxony, king of Germany, and king of Italy, ruling all of what will later be called the Holy Roman Empire. Otto dominated the Church and used its unifying power in the German lands to strengthen his grasp on the people. In addition, Otto arranged for close family members to hold all the important duchies.

Might makes right. God is obviously on the side of whoever is winning.

1023 CE: *The Golden Age of Islam* culminated in Persia at this time with the writings of Ibn Sina (Avicenna), a polymath and a leader in the development of modern medicine. As a boy, Avicenna is said to have read the *Metaphysics* of Aristotle until the words were imprinted on his memory. He turned to medicine at sixteen and soon discovered new treatments. At eighteen Avicenna wrote, "Medicine is no hard and thorny science, like mathematics and metaphysics, so I soon made great progress; I became an excellent doctor and began to treat patients, using approved remedies." His book, *The Canon of Medicine*, documents his use of experimental medicine, evidence-based medicine, randomized controlled trials, and efficacy tests. It laid out the rules and principles for testing the effectiveness of new drugs and formed the basis of clinical pharmacology and modern clinical trials. Avicenna's principles include:

1. *The drug must be free from any extraneous accidental quality.*
2. *It must be used on a simple, not a composite, disease.*
3. *The drug must be tested with two contrary types of diseases, because sometimes a drug cures one disease by its essential qualities and another by its accidental ones.*
4. *The time of action must be observed, so that essence and accident are not confused.*
5. *The effect of the drug must be seen to occur constantly or in many cases. If this did not happen, it was an accidental effect.*
6. *The experiment must be done with a human, because testing a drug on a lion or a horse might not prove anything about its effect on man.*



When his friends suggested he slow down for the sake of his health, Avicenna said,

I prefer a short life with width to a narrow one with length.

1103 CE: Pope Urban II set up the modern-day Roman Curia in the manner of a royal court to help run the Catholic Church. Then he launched the Crusades in 1096, more than halfway up this “Me,” thereby triggering a thousand years of conflict between East and West.

I will reconquer Jerusalem.

King Henry I, during the Upswing of this “Me,” threw a challenger named Conan Pilatus from the window of a tower of Rouen, which then became known as “Conan’s Leap.” The men on the ground below tied Conan’s lifeless body to a horse’s tail and had him dragged through the streets of the city as a warning to other traitors. Henry is famed for holding the record for more than twenty acknowledged illegitimate children, the largest number born to any English king.⁵

If you can’t be with the one you love, love the one you’re with.

1183 CE: Richard the Lionheart would take the throne of England in six short years, but he was already known as “The Lionheart” due to his reputation as a great military leader and warrior. He is one of very few kings of England remembered by his nickname rather than his regnal number (Richard I). Like most “Me” leaders, Richard was less of an administrator than a conqueror. He spent very little time in England, preferring adventure instead. Returning from the Crusades in 1192, his ship was wrecked near Aquileia, forcing Richard and his four companions to take the dangerous land route through central Europe. Although disguised as a Knight Templar, Richard was recognized,

and Duke Leopold Imprisoned him and then turned him over to Henry VI, King of Germany and Holy Roman Emperor. Richard famously refused to give deference to Henry, saying Instead,

I am born of a rank that recognizes no superior but God.

1263 CE: *Shajar-al-Dur*, a heroic woman, began the Mamluk Dynasty of Egypt in 1250 during the Upswing of this "Me." Further, according to Historian John Fines, at its Zenith in 1263, *Thomas Aquinas*, a thirty-eight-year-old Instructor, rocked the world with "teaching that was brilliant and novel, and formed the foundation for his writing. His aim was to introduce his pupils to the 'wonderfulness' of each topic; he held at least three disputations a week, often of the new kind of his own invention, where students flung in questions."⁶

One of the things that made him "Saint" Thomas Aquinas was that he always allowed the other individual to make a full statement of their position.

ME

It is requisite for the relaxation of the mind that we make use, from time to time, of playful deeds and jokes.

—*Thomas Aquinas*



1343 CE: King *Edward III* of England claimed the throne of France. The naval fleets of England and France met in the Battle of Sluys, ending with the almost total destruction of the French fleet.

Uh-oh.

1423 CE: *Robin Hood*, that great hero of individualism and rebellion against authority, was made famous in the *Orygynale Chronicle*, written by Andrew of Wyntoun in about 1420.

ME

**Lytil Jhon and Robyne HudeWayth-men ware commendyd gude
In Yngil-wode and Barnysdale Thai oysyd all this tyme thare trawale.**

—*Andrew of Wyntoun*

Andrew of Wyntoun claimed the events of his tale happened in 1283, but in truth he probably fictionalized the whole thing, much like Geoffrey of Monmouth crafted King Arthur and the Knights of the Round Table from the fabric of fertile Imagination.

I rob from the rich and give to the poor. I'm a criminal, but you love me anyway.

1503 CE: Pope *Julius II* took the seat of Rome. Nicknamed "The Fearsome Pope" (Il Papa Terribile) and "The Warrior Pope" (Il Papa Guerriero), he set out with a courage and determination rarely equaled to rid himself of the

various powers under which his temporal authority was challenged.⁷ In 1506 he founded the Swiss Guard to provide a constant corps of soldiers to protect him. Meanwhile, in England the silver shilling of 1504 was the first English coin to be minted bearing a recognizable portrait of the king (Henry VII).⁸ Then, another quintessential “Me” king takes the throne just six years after this Zenith:

Henry VIII. Need we say more?

NOTE: About a decade after this Zenith of this “Me,” during that time when Alpha Voices of literature and technology emerged and heralded the coming fulcrum, *Martin Luther posted his ninety-five theses* on the door of the church at Wittenberg Castle. His announcement that the people had direct access to God and did not require the facilitation of a priest may be the most pivotal and far-reaching Alpha Voice to date. From this “We” announcement, the Protestant movement emerged, and this would ultimately launch the Pilgrims and the Puritans to America. Wow.



An angry pope, a wanton king, and a fierce writer with a chip on his shoulder—I wonder how this is going to turn out.

1583 CE: *Queen Elizabeth* was at the peak of her power, having supported the establishment of an English Protestant church, of which she made herself the supreme governor. Her Navy will defeat the Spanish Armada just five years after this Zenith. This Zenith was the golden heart of England's Golden Age. William Shakespeare and Christopher Marlowe were rocking the nation with wit and humor while adventurers like Sir Francis Drake were dazzling it with their heroic exploits.

I'm as great a sovereign as any man.

1663 CE: *Charles II*, King of England, just two years prior to the Zenith of the “Me,” showed the *Corporation Act* through Parliament to strengthen his power. This act allowed Charles to remove anyone from office who was even suspected of being disloyal to him. In the years preceding the English Civil War many Royalists (“Me”) had been removed from office and replaced by men loyal to Parliament (“We”). The Corporation Act reversed all this and gave unprecedented power to “Me” King Charles II.

If I even think you might disagree with me, you're outta here.

1743 CE: Young Benjamin Franklin made himself an entrepreneurial success and a celebrity in America through his publication of *Poor Richard's Almanac* from December 28, 1732 (eleven years prior to the Zenith), to 1758 (fifteen years past the Zenith, but still in the "Me"). Franklin then published the essay "The Way to Wealth." He was famous for walking around naked inside his home and is the author of the famous essays, "Fart Proudly," "Advice to a Young Man on the Choice of a Mistress," and "Rules on Making Oneself Disagreeable." Had he been born in the middle of the twentieth century, Franklin would no doubt have been a pot-smoking, live-and-let-live hippie. He said,

Any fool can criticize, condemn, and complain, and most fools do.

1823 CE: *The Monroe Doctrine* announced that America had risen to its full height and would not tolerate interference in the Western hemisphere. President James Monroe proclaimed, "The American continents, by the free and independent condition which they have assumed and maintain, are henceforth not to be considered as subjects for future colonization by any European powers." In addition, the United States accepted the responsibility of being the protector of independent Western nations. Is that the ultimate "Me" announcement or what? Monroe was effectively saying,

The United States just wants to drink milk and kick ass, and we're all out of milk.

1903 CE: Teddy "Speak softly and carry a big stick" Roosevelt was president. A classic "Me" hero, Teddy had already led the Rough Riders on a heroic charge up San Juan Hill in the Spanish-American War of 1898. He was the force behind the completion of the Panama Canal. His Great White Fleet was the first display of American military power, and when Roosevelt stepped in to negotiate an end to the Russo-Japanese War, he was awarded the Nobel Peace Prize. America had not yet invented action figures of comic book heroes, so we invented the "teddy" bear in his honor and carved his grinning face on Mount Rushmore.

In November 1899, when Teddy was returning from San Juan Hill to take his place in the Oval Office, Sigmund Freud published *The Interpretation of Dreams*. Freud favored free association as a tool for helping the mentally ill and believed repression to be the source of all mental illness. In what is perhaps the most sweeping "Me" statement of the century, Freud effectively claimed that duty, obligation, and conformity are the cause of every mental illness."

The colorful Oscar Wilde also made his name during the Upswing of this "Me," saying, "A man who does not think for himself does not think at all," and "The only way to get rid of temptation is to yield to it."



Library of Congress

1983 CE: Very near this Zenith, *President Ronald Reagan* stood at the Berlin Wall, pointed to it, looked into the TV cameras, and boldly spoke a private message to the leader of the Soviet Union while the whole world was listening: "Mr. Gorbachev, tear down this wall." Wow. That's a true "Me" hero. In 1980, just a few years prior to this "Me" Zenith, the US Army unleashed its most powerful and enduring slogan: "Be All You Can Be." Army recruiters rode that slogan like a show pony while Reagan waved the Red, White, and Blue higher than it had ever been waved.

Twenty-one years later, just two years before the tipping point that would mark the end of this "Me," the Army realized "Be All You Can Be" was no longer performing like it once did, but they misunderstood the reason for this decline. Not understanding the motivations of a "We," the Army dropped "Be All You Can Be" in favor of the even more "Me" focused "Army of One." The results were disastrous. Just two years after the tipping point into "We," the now-frantic market researchers informed the Army that the slogan "Army of One" was contrary to the idea of teamwork and that potential recruits were now inexplicably drawn to the idea of being a productive member of a team. Accompanied by images of people working together, "Army Strong" became the new slogan, and recruitment began to improve.



2063: We can only imagine. (And we do, in a later chapter).

CHAPTER FIFTEEN - 1983-2003: THE TWENTY-YEAR DOWNSWING FROM “ME”

*Welcome to the Downswing of “Me.” Think of it as a hot-air balloon
that begins to descend as its air begins to cool.*

Figure 15.1 Downswing from a Zenith of “ME.”



Figure 15.2 Values of “ME” Zenith when society takes a good thing too far.

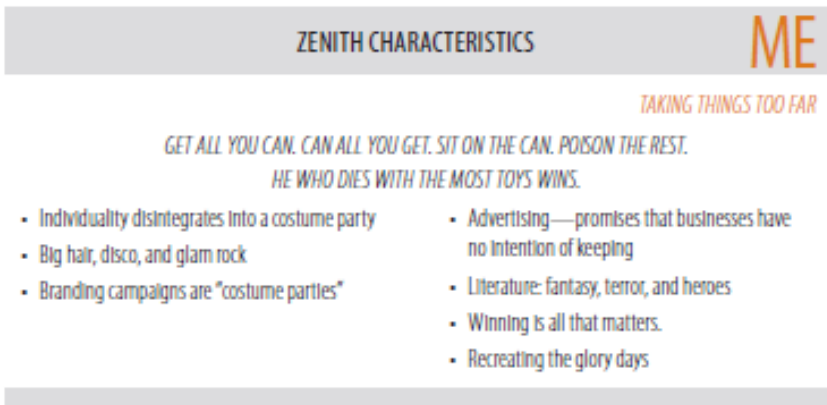


Figure 15.3 Popular music themes in a downswing from a “ME” Zenith.

POPULAR MUSIC THEMES: DOWNSWING FROM “ME” (1993)		ME
		<i>“WHAT BEGAN IN JOY ENDS IN BONDAGE”</i>
1993:		
1. “(I Can’t Help) Falling in Love with You,” UB40		MESSAGE
Wise men say, ‘Only fools rush in.’ But I can’t help falling in love with you.		I am irresistibly attracted to you.
2. “I’d Do Anything for Love (But I Won’t Do That),” Meat Loaf		
I would do anything for love, but I won’t do that. No, I won’t do that.		I love you, but let’s not forget— I’m really in this for me.
3. “Informer,” Snow		
They have no clues and they wanna get warmer, But Shan won’t turn Informer.		I know who I am and I am true to myself.
4. “What’s Up?” 4 Non Blondes		
Twenty-five years of my life and still Trying to get up that great big hill of hope for a destination		I’m searching for the meaning of everything.
5. “All That She Wants,” Ace of Base		
So if you are in sight and the day is right, She’s a hunter. You’re the fox.		A woman is hungry for you.

Figure 15.4 Alpha voices in music leading into a “WE” cycle.

WE	TOP 100 SONGS OF 1998: ALPHA VOICES IN MUSIC BEGIN TO EMERGE	ME
1. “My Heart Will Go On,” Celine Dion	<ol style="list-style-type: none"> 2. “Believe,” Cher 3. “I Don’t Want to Miss a Thing,” Aerosmith 4. “The Boy Is Mine,” Brandy & Monica—<i>rap/hip hop</i> 5. “Frozen,” Madonna—<i>rap/hip hop</i> 	
6. “Torn,” Natalie Imbruglia		
7. “It’s Like That,” Run DMC & Jason Nevins— <i>rap/hip hop</i>		
8. “Big Big World,” Emilia— <i>rap/hip hop</i>		
9. “Truly Madly Deeply,” Savage Garden— <i>rap/hip hop</i>		
10. “Together Again,” Janet Jackson— <i>rap/hip hop</i>		
11. “Ghetto Supastar,” Pras Michel— <i>rap/hip hop</i>	12. “Iris,” The Goo Goo Dolls	13. “Never Ever,” All Saints— <i>rap/hip hop</i>
14. “Crush,” Jennifer Paige— <i>rap/hip hop</i>	15. “Life,” Des’reé— <i>rap/hip hop</i>	16. “No Matter What,” Boyzone
17. “When You Believe,” Mariah Carey & Whitney Houston— <i>rap/hip hop</i>	18. “Gettin’ Jiggy wit It,” Will Smith— <i>rap/hip hop</i>	19. “All My Life,” K-Ci & JoJo— <i>rap/hip hop</i>
20. “Viva Forever,” Spice Girls— <i>rap/hip hop</i>	21. “Goodbye,” Spice Girls— <i>rap/hip hop</i>	22. “Doo Wop (That Thing),” Lauryn Hill— <i>rap/hip hop</i>
23. “Doctor Jones,” Aqua— <i>rap/hip hop</i>	24. “Ray of Light,” Madonna— <i>rap/hip hop</i>	

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25. "High," The Lighthouse Family—*rap/hip hop*

26. "The Sweetest Thing," Uz

27. "Thank U," Alantis Morissette

28. "You're Still the One," Shania Twain

29. "Come with Me," P Diddy & Jimmy Page—*rap/hip hop*

30. "La Copa de La Vida," Ricky Martin—*rap/hip hop*

31. "C'est la Vie," B*Witched—*rap/hip hop*

32. "Save Tonight," Eagle-Eye Cherry

33. "God Is a DJ," Faithless—*rap/hip hop*

34. "Angels," Robbie Williams

35. "Everything's Gonna Be Alright," Sweetbox

36. "I'm Your Angel," Celine Dion & R Kelly

37. "When You're Gone," Bryan Adams & Melanie C

38. "Millennium," Robbie Williams

39. "All I Have to Give," The Backstreet Boys—*rap/hip hop*

40. "Hard Knock Life," Jay-Z—*rap/hip hop*

41. "Flugzeuge im Bauch," Oli P—*rap/hip hop*

42. "Intergalactic," The Beastie Boys—*rap/hip hop*

43. "Turn It Up, Fire It Up," Busta Rhymes—*rap/hip hop*

44. "Cherish," Pappa Bear—*rap/hip hop*

45. "Music Sounds Better with You," Stardust—*rap/hip hop*

46. "The Power of Good-Bye," Madonna—*rap/hip hop*

47. "Too Much," Spice Girls—*rap/hip hop*

48. "Immortality," Celine Dion & Bee Gees

49. "My All," Mariah Carey—*rap/hip hop*


50. "The Cup of Life," Ricky Martin—*rap/hip hop*



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51. "The Way," Fastball	
52. "9pm (Till I Come)," ATB— <i>rap/hip hop</i>	
53. "Too Close," Next— <i>rap/hip hop</i>	
54. "Stand by Me," 4 the Cause— <i>rap/hip hop</i>	
55. "Feel It," Tamperer— <i>rap/hip hop</i>	
56. "Time of Your Life (Good Riddance)," Green Day	
57. "Bailando," Loona— <i>rap/hip hop</i>	
58. "One Week," Barenaked Ladies	
59. "How Deep Is Your Love?" Dru Hill— <i>rap/hip hop</i>	
60. "Sex & Candy," Marcy Playground	
61. "Deeper Underground," Jamtroqual	
62. "This Kiss," Faith Hill	
63. "Rollercoaster," B*Witched— <i>rap/hip hop</i>	
64. "Outside," George Michael— <i>rap/hip hop</i>	
65. "Stop," Spice Girls— <i>rap/hip hop</i>	
66. "Hands," Jewel	
67. "Tragedy," Steps— <i>rap/hip hop</i>	
68. "Only When I Lose Myself," Depeche Mode	
69. "La Primavera," Sash!— <i>rap/hip hop</i>	
70. "All Around the World," Oasis	
71. "My Favorite Mistake," Sheryl Crow	
72. "If You Tolerate This Your Children Will Be Next," The Manic Street Preachers	
73. "Everybody Get Up," Five— <i>rap/hip hop</i>	
74. "Carnival de Paris," Dario G— <i>rap/hip hop</i>	
75. "Mysterious Times," Sash! & Tina Cousins— <i>rap/hip hop</i>	
76. "Hijo de la luna," Loona— <i>rap/hip hop</i>	

77. "Life Is a Flower" Ace of Base
78. "My Favourite Game," The Cardigans
79. "Would You . . . ?" Touch & Go—*rap/hip hop*
80. "Are You That Somebody?" Aaliyah—*rap/hip hop*
81. "Walkin' on the Sun," Smash Mouth
82. "Adia," Sarah McLachlan
83. "Horny '98,"—Mousse T & Hot 'n Juicy—*rap/hip hop*
84. "Open Your Eyes," Guano Apes
85. "My Oh My," Aqua—*rap/hip hop*
86. "All 'Bout the Money," Meja
87. "How Much Is the Fish?" Scooter—*rap/hip hop*
88. "No No No," Destiny's Child—*rap/hip hop*
89. "Under the Bridge," All Saints
90. "No Tengo Dinero," Los Umbrellos
91. "My Father's Eyes," Eric Clapton
92. "Brimful of Asha," Cornershop
93. "The Rockafeller Skank," Fatboy Slim
94. "When the Lights Go Out," Five
95. "The First Night," Monica—*rap/hip hop*
96. "Just the Two of Us," Will Smith—*rap/hip hop*
97. "5-6-7-8," Steps
98. "Rescue Me," Bell Book & Candle
99. "From This Moment On," Shania Twain
100. "Laura non c'è," Nek



Mark Gibbons

Figure 15.5 Key points from the Cluetrain Manifesto that you can apply in online conversations.

KEY POINTS FROM THE CLUETRAIN MANIFESTO

ME

HOW TO HAVE "HUMAN TO HUMAN" CONVERSATIONS ONLINE

1. Talk like a human. Conversations sound human.
2. Sound human by being open, natural, and uncontrived in all conversations.
3. Ditch the standard homogenized "voice" of business. Mission statements and brochures sound artificial.
4. Big values, a little humility, straight talk, and a genuine point of view sell. Corny jokes on the corporate website don't cut it.

CHAPTER SIXTEEN - 2003-2023: THE TWENTY-YEAR UPSWING INTO “WE” ONE MORE TIME

“Would you cut the crap, Mom and Dad? Seriously! Just give it to me straight. You’re treating me like a five-year-old! I’m eleven, dammit.”

Figure 16.1 The first half of an upswing into “WE”



Figure 16.2 Drivers of a “WE” cycle.

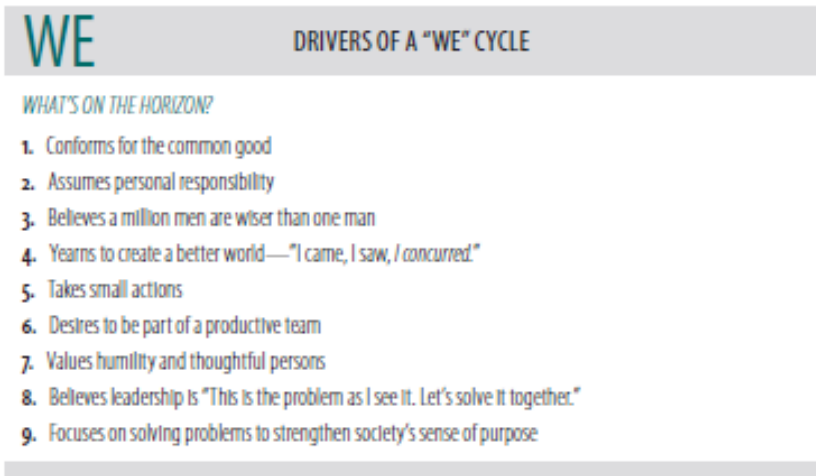


Figure 16.3 Mindset and values in society during a “WE” cycle.

WE

TIPS TO CREATE A SERIOUS INTERNET PRESENCE IN A WE CYCLE

1. Informative is the Jumbo Jet that will take you where you want to go.
2. The web is an information delivery system. Not an advertising vehicle.
3. Use your site to build confidence, inform your customer and anticipate and answer questions 24/7.
4. Insightful website architecture and exceptional writing trump dazzling graphics.
5. Make it easy on your customers. Frustrate them and they're gone.

Figure 16.4 Popular music themes in a downswing from a “WE” cycle.

WE

POPULAR MUSIC THEMES: FIRST HALF OF AN UPSWING INTO “WE” (2003–2013)

2003'S TOP SONGS

1. “Where Is the Love?” The Black Eyed Peas What’s wrong with the world, mama? Selfishness got us followin’ our wrong direction.	MESSAGE People don’t practice what they preach.
2. “Hey Ya!” OutKast My baby don’t mess around because she loves me so. And this I know for sho. But does she really wanna?	I’m not as sure as I want to be.
3. “All the Things She Said”—t.A.T.u. I’m in serious shit, I feel totally lost And I’m all mixed up, feeling cornered and rushed.	I’m confused and unsure of what to do.
4. “Shut Up,” The Black Eyed Peas And we try to make it work But it still ends up the worst.	We try and try, but we just can’t get along.

Figure 16.5 Tips to create a serious Internet presence during a “WE” cycle.

WE UPSWING INTO “WE”	
VALUES	REJECTS
<ul style="list-style-type: none"> • Authenticity • Teamwork • Humility • Small actions • Personal responsibility • Cold, hard truth 	<ul style="list-style-type: none"> • Hype • Posting • Arrogance • Wishful thinking • Self-righteousness • Sugar-coated B.S.

Figure 16.6 Popular movie themes in an upswing into a “WE” cycle.

WE POPULAR MOVIE THEMES IN UPSWING TO “WE”	
WORKING TOGETHER FOR THE COMMON GOOD	
<i>Fight Club (1999)</i>	MESSAGE
A depressed young man becomes a cog in the wheel of big business. Don't put stock in the materialistic world. One can learn a lot through pain, misfortune, and chaos.	You ain't all that dog, you ain't all that. We are the all-singing, all-dancing crap of the world.
<i>8 Mile (2002)</i>	
A Rosetta Stone. Young, frustrated, blue-collar worker transcends meager beginnings and rises from a trailer to millionaire rapper.	I'm not perfect. I have problems. Money and fame don't turn life into a "happily ever after."
<i>Lost in Translation (2003)</i>	
Boy meets girl, they fall in love, and true love doesn't prevail in the end.	Sometimes love hurts because you have to deny your feelings and do the right thing.
<i>Pirates of the Caribbean (2003)</i>	
A story about misfits who can't succeed alone and who show they are all equal in finding success.	Working together is the only way to get what we want.
<i>Napoleon Dynamite (2004)</i>	
Weird misfits can be happy too.	Are yesterday's losers the winners of tomorrow?

Juno (2006)

Teenage girl deals with pregnancy and the harsh realities of life and the bumps along the way.

Teen pregnancy is a reality. Deal with it.

Little Miss Sunshine (2007)

A tragically funny (and realistic) look into the world of child pageants.

Dysfunction is okay. We can still solve problems if we work together.

CHAPTER SEVENTEEN - 2013-2023: WHAT HAPPENS NEXT? A DISCUSSION OF EXPERTS

Virtually every instance of widespread viciousness in Western society has happened within ten years of the Zenith of a “We.” 2013–2033: Who will we burn this time?

—Michael R. Drew

Figure 17.1 The Zenith of a “WE” cycle.



Figure 17.2 Balance and out of balance through time.



Figure 17.3 Balance: Tipping Point.



Figure 17.4 “WE” Zenith: Witch Hunts.

WE	WE ZENITHS
<i>WE ALWAYS TAKE A GOOD THING TOO FAR</i>	
Witch hunts / Small actions—Zenith	
1943	Adolph Hitler—The Holocaust
1936–1938	Joseph Stalin—Great Purge
1937–1953	Senator Joseph McCarthy—“Un-American Activities Committee”
Witch hunts / Small actions—Zenith	
1863	American Civil War
Witch Hunts / Small Actions—Zenith	
1783	Robespierre—Reign of Terror in France (1793)
1783	America wins Revolutionary War
Witch hunts / Small actions—Zenith	
1703	Salem Witch Trials (1692)
Witch hunts / Small actions—Zenith	
1543	“Bloody Mary” revived burning at the stake in 1554
Witch hunts / Small actions—Zenith	
1223	Burning at the stake approved by Lateran Council of 1215

Figure 17.5 Upswing toward a “WE” Zenith.



Figure 17.6 What's coming next?

WE A LOOK AHEAD: A PREDICTION OF EVENTS IN 2013–2063

2013 to 2023: In the second half of a “We” Upswing and the first half of the Downswing — essentially.

2023–2033: We become more oriented to the self-righteous perspective, “I’m OK, You’re not OK.” This opens the door for deeply entrenched ideologues who are all mouth and no ears, hard-fisted leaders who expect to be heard but who never listen — Joseph McCarthy, Joseph Stalin, Adolph Hitler. These leaders create insular groups who believe everyone else is wrong. The popular thing will be to assign blame. It is a time of finger pointing—not a pretty picture socially. Frankly, my plan is not to be among the majority. I plan to live completely counter to this trend.

My primary reason for agreeing to publish *Pendulum* is the rather optimistic hope that it will cause some people to think twice and resist this inevitable trend toward blame shifting and fear.

2033–2043: Partly due to the rise of ideologues, the Downswing of a “We” is when much is done just for the sake of appearances. Conformity will be expected. Outliers will be scorned. The Alpha Voices in technology and literature will be heard in 2033, and my best guess about the new musical genre of 2038 can only be described as a crossword puzzle of statements spoken in rhythm.

CHAPTER EIGHTEEN - USES OF THE PENDULUM

Sales and promotional techniques that were effective in the United States in 1972 will be equally effective in China and India in 2012... You'll be hailed as a marketing genius. Or maybe our theory is wrong, and you'll look like an idiot. You decide.

Figure 18.1 Popular slogans are a reflection of the current cycle.



Figure 18.2 Characteristics of effective sales methods in a “ME” cycle versus those in a “WE” cycle.

WE	VERSUS	ME
SELLING/ MARKETING IN A “ME” VERSUS A “WE”		
“CUT THE CRAP AND GIVE IT TO ME STRAIGHT.”	:	“YOU’RE SELLIN’ HOPE, AND I’M BUYIN’ IT LIKE IT’S CRACK COCAINE.”
<ul style="list-style-type: none"> • Pull • Positive Attraction • Selling Is Seduction • Authenticity • Reality and Truth • Steak 	:	<ul style="list-style-type: none"> • Push • Overcoming Objections • Selling Is Combat • Self Confidence and Belief • Advertising Specials • Sizzle

CHAPTER 19 – PENDULUM IN THE BIBLE

The Contrarian Life of Moses

THE CONTRARIAN LIFE OF MOSES

- | | |
|---------|---|
| Age 14 | • Forming his youthful personality at the Zenith of a "ME." |
| Age 40 | • Kills the Egyptian taskmaster in the upswing of a "WE." Full of himself. Society doesn't appreciate his heroic efforts in a "WE." |
| Age 80 | • Returns from the desert into the upswing of a "ME." Society wants a leader, but he doesn't feel up to it. |
| Age 120 | • Ego puffed up, Moses defiantly strikes the rock in the upswing of a "WE." Like with the killing of the Egyptian, it doesn't work out for him. |