

# MATRIX OF PEACE BOOK SERIES COMPANION

A GUIDE TO DESIGNING AND ACTUALIZING PEACEFUL SOCIETIES



**PHILOMENA BLEES**

Peace Through Commerce Press  
An Imprint of Peace Through Commerce, Inc.

# MATRIX OF PEACE BOOK SERIES COMPANION

## **Matrix of Peace Book Series Companion**

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This companion contains the complete and unmodified text of **Unit 2: Primer** as it appears in **Volume 1** of the *Matrix of Peace* series. It is offered as a **free sample** to introduce readers to the framework's core concepts, language, and structure.

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## Dedication

This book is dedicated to my team at Peace Through Commerce, who have so steadfastly, enthusiastically, and freely offered their time, talent, and treasure to ensure this companion came into being — especially Michelle Waters, Thomas Eckschmidt, and Carol Mon Lee.

Your generosity, wisdom, and steadfast commitment to this work made this project possible. Thank you from the bottom of my heart.



## MATRIX OF PEACE BOOK SERIES COMPANION

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*We are at that very point in time when a 400-year-old age is dying and another is struggling to be born—a shifting of culture, science, society, and institutions enormously greater than the world has ever experienced. Ahead, the possibility of regeneration of individuality, liberty, community, and ethics such as the world has never known, and a harmony with nature, with one another and with the divine intelligence such as the world has always dreamed.*

**Dee Hock, *Birth of the Chaordic Age***

## **1. Before You Begin: Why The Matrix of Peace Framework Matters Now**

We are living at a pivotal moment in human history — one in which our political, economic, cultural, and psychological systems are straining under the weight of rising complexity and accelerating change. As Dee Hock observed, we stand at the threshold where “a 400-year-old age is dying and another is struggling to be born.” The institutions, worldviews, and assumptions of the past can no longer reliably generate peace, prosperity, sustainability, or trust. A new way of understanding society is needed.

The Matrix of Peace Framework arose directly from this moment. It did not emerge from a think tank or abstract theory, but from a lived, values-driven collaboration among pioneers and entrepreneurs who shared a powerful intention: to make the world better by unleashing human flourishing. That intention catalyzed FLOW, Conscious Capitalism®, Accelerating Women Entrepreneurs®, Peace Through Commerce®, and ultimately the fully integrated Matrix of Peace™ Framework.

From the early days, the founders’ shared values, trust, and lived experiences shaped the Framework as much as any conceptual work. John Mackey’s early belief — pledging \$1 million to “go out and build something” before anything tangible existed — exemplifies the values-rooted faith at the heart of this story. The team learned firsthand that consciousness precedes strategy, culture precedes structure, and shared values precede shared outcomes.

This framework grew from that insight: societies flourish not simply through policies or institutions, but through the interplay of consciousness, values, practices, and multi-sector collaboration.

## MATRIX OF PEACE BOOK SERIES COMPANION

The Matrix of Peace Framework integrates these forces into a single, coherent whole-systems model capable of generating the necessary foundations for peace: justice, prosperity, and sustainability together, at sufficient levels, in all sectors of society.

This companion provides an accessible gateway into that Framework — an entry point into a paradigm built to meet this historic moment and help societies flourish.



## **2. About This Companion to the Matrix of Peace Book Series**

This companion contains the complete, unmodified text of Unit 2: “Primer — The Matrix of Peace Framework ‘In a Nutshell’” as it appears in Volume 1 of the Matrix of Peace book series. It is presented here as a companion guide to help readers understand the purpose, origins, structure, and intellectual architecture of the full three-volume work.

The Matrix of Peace Framework is new — there is no other reference for it outside these volumes. This companion therefore functions as your on-ramp: a clear introduction to the Framework’s core concepts and logic, grounded in the values, origin stories, and practices described in Volume 1.



*“It isn’t enough to talk about peace. One must believe in it.  
And it isn’t enough to believe in it. One must work at it.”*

**Eleanor Roosevelt**

### 3. Why This Companion Exists

The Matrix of Peace Framework offers a multi-sector, whole-systems, consciousness-raising approach to society building, peacebuilding, and problem-solving. It is grounded in the formal statement of Matrix theory: that ecosystems of societal peace emerge when the public, private, and civil society sectors cooperate from a field of shared values to generate sufficient levels of justice, prosperity, and sustainability.

This companion exists to:

- Illuminate the Framework's purpose and logic;
- Provide essential context for understanding the full series;
- Connect readers to the Framework's origins and founding values;
- Offer a companion guide for navigating the three volumes;
- Support leaders, entrepreneurs, business leaders, educators, policymakers, and community members;
- Introduce the vision of Matrix practitioners, engineers, and coaches;
- Invite readers into a paradigm capable of supporting widespread flourishing.



*“World peace begins with inner peace.”*

**Dalai Lama**

## 4. What You Will Find Inside

### A. A Full Primer On The Framework

The unmodified text of Unit 2 explaining:

- Matrix theory, model, and technology;
- The three foundational outputs: justice, prosperity, and sustainability;
- The three-sector model and consciousness sphere;
- The logic of ecosystems of societal peace;
- The matrix lexicon of neutral, constructive terms

### B. Context from Volume 1

Including:

- The origin story of FLOW, Conscious Capitalism, AWE, and Peace Through Commerce;
- How the team learned that consciousness, culture, and shared values precede strategy;
- The lived experiences that shaped the Framework.

### C. A Vision for Society

Including:

- Matrix practitioners, engineers, coaches, and facilitators;
- Educational applications for youth and adults;
- The Matrix diagram as a universal peace symbol.

D. The Matrix of Peace Venn Diagram: A First-of-Its-Kind Map of Society

One of the most groundbreaking contributions of the Matrix of Peace Framework is its visual model of society — a Venn diagram mapping the three sectors of society and the consciousness sphere in which they nest.

This diagram is a first in the field.

No academic discipline — not political science, peace studies, economics, sociology, systems theory, or organizational development — has produced a visual representation of society that:

- Maps the public, private, and civil society sectors in relational form;
- Includes the consciousness sphere as the generative context for human action;
- identifies the three foundational outputs societies must co-generate;
- Demonstrates how sector practices shape those outputs;
- Shows the conditions that lead to ecosystems of societal peace;
- And scales to any level of society — local, regional, national, or global.

Teams across contexts have asked for large-format versions to paste on meeting-room walls so they can see where they are in the system, track the effects of proposed actions, and anticipate the consequences of new initiatives.

Together, the Venn diagram and consciousness sphere form a visual teaching tool, mapping tool, diagnostic tool, and simulation tool — one of the Framework’s greatest contributions.

#### E. How to Use This Companion

Use it as:

- An introductory gateway into the Framework;
- A companion guide while reading the full series;
- A lens for interpreting real-world problems;
- A tool for teaching, dialogue, and facilitation;
- An orienting map for multi-sector collaboration;
- A foundation for deeper study and practice.

#### F. An Invitation

The Matrix of Peace Framework invites us to imagine and co-create a world in which societies generate justice, prosperity, and sustainability together — producing ecosystems of societal peace that are self-organizing, self-correcting, and capable of sustaining widespread flourishing of all life.

We invite you to enter into the Matrix with us — to learn, explore, imagine, and help co-create the flourishing societies of the future.

G. Brief Table Contents for the Matrix of Peace Book Series

**MATRIX OF PEACE**

**Foreword** by John Mackey, Co-Founder, Whole Foods Market and Love.Life

**Afterword** by Timothy L. Fort, PhD, JD, Professor, Kelley School of Business

**VOLUME 1 THEORY: A Whole-System, Conscious-Raising Knowledge Base for Building Peaceful Societies**

UNIT 1: Introduction: Why us? Why now?

UNIT 2: Primer: The Matrix of Peace Framework “in a nutshell”

UNIT 3: Origin Story of the Matrix of Peace framework

UNIT 4: Development of the Matrix of Peace framework

**VOLUME 2 MODEL: A Multi-Sector, Whole-Systems,**

**Consciousness Model for Society**

UNIT 5: Consciousness sphere

UNIT 6: Outside circles as sectors of society

UNIT 7: Inside circles: the intersections of justice, prosperity, sustainability, and societal peace

**VOLUME 3 TECHNOLOGY: Strategies, Practices, and Tools for Designing and Activating Ecosystems of Societal Peace**

UNIT 8: “Being”: Matrix of Peace Technology as consciousness practice

UNIT 9: “Doing”: Designing and activating ecosystems of societal peace

UNIT 10: Matrix of Peace Model of Society as Visual Teaching, Mapping, Diagnostic, and Simulation Tool

UNIT 11: Activating Matrix of Peace technology under Peace Through Commerce



## 5. Sample Content: Unit 2 Primer, Volume 1 Theory

### *Unit 2 Primer: The Matrix of Peace Framework “In A Nutshell”*

*[Complete and unmodified text from Volume 1: Theory]*

This unit brings you the Matrix of Peace framework “in a nutshell.” Since it is new, there is no other resource to draw from to learn about it than in the volumes of this book on Matrix theory, model, and technology, respectively. Taken together, these volumes serve as a multi-part reference manual for and treatise on Matrix of Peace society building, peacebuilding, and problem-solving.

This unit, therefore, serves in the classic sense as a primer designed to be a short introductory work on a subject. It consolidates and distills the key concepts that make up the framework and each of its disciplines. They have been developed by the thought-leadership teams at Peace Through Commerce and our affiliates, a process we cover in detail in units 3 and 4 herein on origin story and development.<sup>1</sup>

In chapter 5, we cover the Matrix of Peace framework as a whole—theory, model, and technology. We conclude with a list of characteristics of a healthy, well-designed, Matrix-based society. They describe a society with all three sectors “co-operating,” rather than merely operating, as an ecosystem of societal peace for the benefit of widespread flourishing of all life.

In chapter 6, we cover Matrix theory—a whole-systems, consciousness-raising knowledge base for building peaceful societies. Its parameters assume society is a conscious, dynamic,

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33. Our affiliates have primarily been the three programs under FLOW when it was our parent corporation: Peace Through Commerce, Conscious Capitalism, and Accelerating Women Entrepreneurs. We’ve drawn input from our subject-matter expert partners listed throughout this book.

chaordic, intelligent, and progressive ecosystem, open to evolution, experimentation, creative growth, and decay. We dive into its interdisciplinary and transdisciplinary roots.

In chapter 7, we cover the Matrix model—a multi-sector, whole-systems, consciousness model of society, housed within the mathematical and logic data sets of a Venn diagram.

In chapter 8, we cover Matrix technology for designing and activating ecosystems of societal peace. We introduce the strategies, practices, and tools that have grown out of the activities of Peace Through Commerce and its partners in field testing the theory and model.

In chapter 9, we set forth the Matrix of Peace Methodology and Facilitation Tool in brief. We have applied the tool in our work at Peace Through Commerce, and we share those applications with the reader throughout the book, primarily in volume 3 on Matrix technology.



## Chapter 5: **THE FRAMEWORK: THE THREE INTEGRATED DISCIPLINES OF THEORY, MODEL, AND TECHNOLOGY**

### 5.1. *DEFINITION OF THE MATRIX OF PEACE FRAMEWORK*

Matrix of Peace theory, model, and technology are an integrated set of disciplines that comprise a new multi-sector, whole-systems, consciousness-raising framework for society building, peacebuilding, and problem-solving.

**Purpose:** The purpose of the Matrix of Peace framework is to design and activate ecosystems of societal peace.

**Goal:** Its goal is widespread flourishing of all life.

**Parameters:** Its parameters assume society is a living system that is a conscious, dynamic, chaordic, intelligent, and progressive ecosystem, open to evolution, experimentation, creative growth, and decay.

**Composition:** It is composed of three integrated disciplines for society building, peacebuilding, and problem-solving. They are: (1) *Matrix of Peace theory*, a whole-systems, consciousness-raising knowledge base for building peaceful societies, (2) *Matrix of Peace model*, a multi-sector, whole-systems, consciousness model of society, and (3) *Matrix of Peace technology* for designing and activating ecosystems of societal peace.

**Game-changing:** Matrix tools and approaches make the Matrix of Peace framework game-changing in the fields of society building, peacebuilding, and problem-solving. It is *game-changing* because it is *mind-changing*. Being mind-changing, it brings into our focus the decision-making sources and forces that bear upon society. It brings into our reach and

understanding the fundamental dynamics that hold society together, or not, depending on the health and functionality of those dynamics. With this focus and understanding, we can more clearly work with the forces that power a living ecosystem and hold it in ecosystem peace.

Matrix theory, model, and technology work together to make visible the invisible decision-making sources and forces bearing upon society. With the addition of the consciousness sphere to the Matrix sector-map of society, people can understand problems like pandemics, poverty, war, inequality, and climate change from both human consciousness and sector best-practices viewpoints.

These Matrix disciplines reveal areas of values-agreement within and across sectors,<sup>2</sup> and *guide stakeholders to create new solutions to age-old problems from a different level of consciousness than that which created them.*<sup>3</sup> With the framework, stakeholders can *think and act* in relation to problems rather than *react*—always with a view to addressing, processing, *and transforming* conflicts and crises to achieve intersectionality and higher levels of self-actualization, shared values, and widespread flourishing of all life.

With these consciousness-raising and robust tools, the Matrix of Peace framework not only *addresses and resolves* root causes of violent conflict, working directly with stakeholders on the ground; it has the capacity to *address and transform* those root

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34. See chapter 38.2 “Theories for Fostering a Sector-Unifying Ethos.”

35. See chapter 38.3.1 for an example of our Accelerating Women Entrepreneurs consciousness work with the women of Together Beyond Words in Israel and Palestine. See also the chapter 48 case study of how we applied the Matrix framework to the issue of child trafficking. We address how it guides policymakers to address root causes of fragile-state conditions and avoid causing unintended consequences.

causes into ever higher levels of self-actualization and widespread flourishing of all life.

For example, the tools bring together historically siloed and sometimes hostile sectors through both personal work and collective consciousness work, and by using the new Matrix-centric lexicon in society building, peacebuilding, and problem-solving. These tools help stakeholders safely tackle a presenting problem's underbelly issue, such as fear, hatred, ignorance, and poverty at both the systemic and individual human being-levels.

Further, when we study society in the form of a four-component Venn diagram comprised of the three sectors of society and a consciousness sphere, we open its study to new and multiple fields of inquiry like mathematics, sacred geometry, physics, engineering, systems theories, gap analysis, complexity theory, decision theory, choice theory, game theory, consciousness developmental theories, and the other interdisciplinary and transdisciplinary, whole-systems, consciousness-raising knowledge base components of the Matrix theory and model.

In sum, the Matrix of Peace framework embodies an emergent process, multiple intelligences, wisdom, and codes that can guide humanity toward unlocking formulas and operational rules for designing and activating ecosystems of societal peace.

We have not used all these applications. But given the trillions of dollars that we project would be saved from using Matrix of Peace multi-sector, whole-systems, consciousness-raising solutions to the issues of war, pandemics, climate change, poverty, and fragility, the investment cost of hiring teams of animators, engineers, and decision and game theorists to assist in beta testing

Matrix solutions would become not only affordable but imperative investments in peace.<sup>4</sup>

## 5.2. CHARACTERISTICS OF A HEALTHY, WELL-DESIGNED, MATRIX-BASED SOCIETY

*We do this, not because it is easy, but because it is hard, because it will serve to organize and measure the best of our energies and skills, because that challenge is one we are willing to accept, and one that we are unwilling to postpone.*

~Paraphrasing US President Kennedy moonshot speech<sup>5</sup>

A healthy, well-designed society operating as a Matrix-based ecosystem of societal peace for the benefit of widespread flourishing of all life will have the following characteristics. We expect over time the list will evolve as a Matrix-based society and our understanding of it evolves.

1. It is exhibiting these core values, virtues, beliefs, and practices:
  - Human flourishing
  - Non-violence, non-coercion, radical tolerance
  - Freely chosen, mutually beneficial solutions
  - Criticizing by creating
  - Personal responsibility and integrity
  - Ethical and voluntary action
  - Liberty
  - Strong tenets of economic freedom (as defined by the Fraser Institute): rule of law, sanctity of property rights, access to capital and markets, sound monetary policy

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36. Karp, "Repairing Capitalism to Move Trillions."

37. Smith, Sonia, "Celebrating the 50th Anniversary of Kennedy's Moon Speech," para. 14.

- Sanctity of all life forms, including the planet
- Justice, prosperity, sustainability, and societal peace

There are many more values and virtues that characterize a Matrix-based society, but these are core.

2. It is a living system that is a conscious, dynamic, chaordic, intelligent, and progressive ecosystem, open to evolution, experimentation, creative growth, and decay.
3. It is a self-organizing and self-correcting ecosystem characterized by the fundamental ecosystem organizing principles of nature.
4. It is not dependent upon coercion, violence, or force, but rather upon free will, voluntary action, and shared peace-optimizing values, virtues, beliefs, worldviews, practices, and conditions.
5. Implicit in this living ecosystem view of society is the rotation of sectors in and out of intersections of justice, prosperity, and sustainability—in and out of peace-optimizing consciousness conditions and practices.
6. This rotationality view of sectors—emblematic of the normal, living ecosystem process—recalibrates expectations citizens and society planners alike have for assessment and future planning. For example, Matrix-based society builders, peacebuilders, and problem-solvers have shifted from short-term to long-term thinking when evaluating the success of a design or an intervention. Government, Wall Street, and investors are evaluating companies based on long-term, multi-stakeholder outcomes like the wellbeing of customers, team members, suppliers, the environment, and the community, *along with* the shareholders.

7. This rotationality of sectors in a multi-sector, whole-systems, consciousness-raising framework is reinforcing the definition of societal peace as an ongoing process, systemic and functional; a verb, not a noun; an ecosystem of societal peace, not a state of peace; not even an end goal but rather a process.
8. This living ecosystem view of society has society builders planning for unintended consequences across many systems, expecting rather than dreading a certain amount of chaos.
9. Citizens within the society need not be intending to create peace at all. They go about their daily activities in a well-designed society where the totality of their decisions and actions are co-generating ecosystems of societal peace *naturally*.
10. The invisible “operating system” of the society is intentional—referring to its organizational and mediating structures. It is grounded in the best practices of the classical liberal tradition (embracing principles of individual and economic freedom such as rule of law, protection of private property, limited government, voluntary exchange, and free enterprise market systems) and the human potential movement (embracing the values and principles of love, compassion, and social and environmental consciousness).
11. It produces “Matrix-thinkers,” a Matrix-derived term used to describe the individual human being–level decision-maker in society as the counterpart to the decision-maker in nature. They comprise the subset of individuals in a society who hold peace-optimizing values, virtues, beliefs, and worldviews (such as love, compassion, empathy, free will, accountability, and social and environmental

- consciousness) and have the agency to activate peace-optimizing sector conditions and practices.<sup>6</sup>
12. Matrix-thinkers serve as the source creators—the progenitors—of peace-optimizing consciousness and conditions in nature and nurture. In this sense, they are the keystone species in Matrix nurture, analogous to the keystone species in natural ecosystems.
  13. Matrix-thinkers are rising in number to a critical mass or “tipping point” sufficient to step into a co-creator role with nature and catalyze the formation of a healthy sector-unifying ethos.
  14. A healthy, Matrix sector-unifying ethos represents citizens on a wide scale, giving legitimacy to peace-optimizing sector practices and the organizational and mediating structures supporting them. It generates social and political cohesion within and across sectors, leading to Matrix intersectionality and a predominant Matrix culture.
  15. Its organizational and mediating structures, such as the government, laws, policies, practices, and institutions in the public, private, and civil society sectors, operate systemically as the counterparts to the laws of nature. They mimic the laws of nature in being a silent, invisible operating system. Just as in nature millions of decisions are made daily following the laws of nature, so, too, in society, millions of decisions are made following its organizational and mediating structures promoting whatever agenda is put in place by its decision-makers. We call them Matrix laws of nurture.<sup>7</sup>
  16. Matrix laws of nurture operate as the healthy, socially cohesive, self-organizing, self-balancing, self-correcting,

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38. See chapter 14.1.3-1 “Individual Human Being–Level Decision-Maker: Matrix-Thinkers.”

39. See chapter 14.1.3-3 “Systemic–Level Decision-Maker: Matrix Laws of Nurture.”

systemic–level decision-maker for society. This is their role and purpose. They can enable millions of chaotic actions to operate as chaordic wholes leading *not only to survival but also to flourishing* within an ecosystem of societal peace.

17. Matrix practitioners record the activities of the society on a Matrix map as occurring predominantly in the intersections of justice, prosperity, sustainability, and the superordinate intersection of societal peace.
18. The society’s activities or “outputs” include (1) releasing citizens’ awe, wonder, creativity, hope, care, and love, (2) leading to citizens’ good health, education, welfare, justice, prosperity, sustainability, and societal peace, and (3) generating widespread flourishing of all life.
19. In the language of the Matrix of Peace, the society can re-establish a peaceful equilibrium on an ongoing basis with a healthy Matrix culture maintaining its dedication to and “appetite for” Matrix laws of nurture leading to and maintaining ecosystems of societal peace.<sup>8</sup>

Achieving all these characteristics at the same time is a tall order, but, taken systematically with the aid of the Matrix of Peace Methodology and Facilitation Tool, it can and must be done.

Anyone driven to make the world a better and happier place for all embraces the quest. We do it not because it is easy but, to paraphrase US President Kennedy’s moonshot speech quoted above, we do it because it is hard, because it serves to organize and measure the best of our energies and skills, because it is a challenge we are willing to accept, and one we are unwilling to postpone.

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40. In the chapters on the consciousness sphere (unit 5), we learn from Steve McIntosh’s work (*Evolution’s Purpose*) to understand values as the very “diet” of culture.

With this vision, we see the characteristics of a well-designed society not as too many but as just right. Like the discovery of the microscope and telescope, we now have the Matrix Venn diagram of society, plus its companion disciplines of Matrix theory and technology, to achieve them systematically, with clarity, intelligence, heart, and soul.

As noted in the preface, we cannot know what all the permutations of the ecology and cosmology of future Matrices of Peace will be like when modeling societies of the future. We only know there are infinite possibilities if human beings are given the freedom and safety of a well-designed—a Matrix-designed—society from which to source them.



## Chapter 6: **THE THEORY:**

### **A WHOLE-SYSTEMS, CONSCIOUSNESS-RAISING KNOWLEDGE BASE FOR BUILDING PEACEFUL SOCIETIES**

#### 6.1. *DEFINITION OF MATRIX OF PEACE THEORY*

Matrix of Peace theory is a whole-systems, consciousness-raising knowledge base for building peaceful societies.<sup>9</sup> Its parameters assume society is a conscious, dynamic, chaordic, intelligent, and progressive ecosystem, open to evolution, experimentation, creative growth, and decay.

Matrix theory holds that an ecosystem of societal peace ensues from public, private, and civil society sectors co-operating (not merely operating) from a field of shared values to generate justice, prosperity, and sustainability—the necessary but sufficient foundations for societal peace. When sufficient levels of justice, prosperity, and sustainability are *all* present, the society will be capable of operating as a self-organizing and self-correcting ecosystem of societal peace.

Matrix theory posits that justice, prosperity, and sustainability—like a strong three-legged stool—form the necessary but sufficient foundations for societal peace. If any one of the legs is weak, dysfunctional, or missing, the ecosystem will break down. Society can do more than generate these three key outcomes, but it can do no less if it is to maintain a healthy ecosystem of societal peace—a virtuous circle.

This definition assumes that a society will go in and out of equilibrium, through periods of growth, stasis, and healthy decay

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41. See chapter 11 “Stage 2 Matrix of Peace Framework for Society Building, Peacebuilding, and Problem-Solving” for the origins of the theory, and in particular section 11.2 “Matrix of Peace Model of Society” for its final definition.

leading to new levels and expressions of equilibrium. In this sense, decay is seen as a healthy stage. However, as noted, a corollary to this ecosystem theory is that societal sectors can polarize and tear each other down into vicious cycles of poverty, violence, injustice, unsustainability, and fragility. For more information, see chapter 22.1, “Poverty is Everyone’s Problem—A Systemic Problem,” and chapter 48.4.2, “Vicious Cycles of Poverty.”

When this happens, we say sectors are operating in independent “silo” mode—referring to that time when people, teams, or groups are working toward the same objective, often in close vicinity, but not sharing information or operating interdependently. This polarization leads to downward spiraling cycles of poverty, injustice, unsustainability,<sup>10</sup> fragility,<sup>11</sup> and more. Matrix theory makes clear this is a universal truth that humankind ignores at its peril, if not extinction.

## 6.2. NEW KNOWLEDGE BASE FOR BUILDING PEACEFUL SOCIETIES

The underpinnings of Matrix theory are a combination of (1) the big-idea thinking of the FLOW model grounded in classical liberalism and the human potential movements and (2) the new multi-sector, whole-systems, consciousness-raising framework for society building, peacebuilding, and problem-solving developed under Peace Through Commerce. These include:

1. The big-idea thinking of the FLOW founders and resulting two-movement model grounded in classical liberalism and the human potential movements to

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42. “Unsustainability” refers to (1) the lack of long-term environmental, economic, and/or social wellbeing, (2) the absence of one or more of the intersection outcomes of justice, prosperity, and sustainability, and (3) sector dysfunction and unhealthiness.

43. “Fragility” refers to a society that is significantly susceptible to crisis in one or more of its sub-systems, being particularly vulnerable to internal and external shocks and domestic and international conflicts.

attain human flourishing and create a world of “FLOW.”<sup>12</sup>

2. Contemporary living and nonliving-systems theories such as feedback loops, autopoiesis (when a system is capable of reproducing and maintaining itself), chaos theory, chaos theory, holon theory, eudaimonics (seeking the highest human good), emergent properties, and complexity theory.<sup>13</sup>
3. The role of *nature* (the world of natural, living ecosystems), and the role of *nurture* (the role humans play), respectively, in achieving the higher order outcomes of widespread flourishing over survival.<sup>14</sup>
4. Ways to understand and work with decision-making sources and forces in society, including traditional, ancient, emergent, and even some esoteric systems theories and organizing principles found in nature and nurture bearing on and at play in societal ecosystems. These include:
  - a. Higher-power influencers: higher beings, gods, or supernatural entities that wield influence over the world and its affairs. They include the dogma and theology of religious and faith traditions.<sup>15</sup>
  - b. Field-theory influencers: a cross-over category that has influencers coming from both the

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44. See chapter 10 “Stage 1 FLOW Model: Two Movements Converging into a World of FLOW” and chapter 11 “Stage 2 Matrix of Peace Framework for Society Building, Peacebuilding, and Problem-Solving.”

45. See chapter 12 “Contemporary Living and Nonliving Systems Theories.”

46. See chapter 13 “A Look at Nature to Develop the Matrix of Peace Framework,” chapter 14 “A Look at Nurture to Develop the Matrix of Peace Framework: Moving from Survival to Flourishing,” and chapter 15 “Summary of the Development of the Matrix of Peace Framework.”

47. See chapter 17.3.1 “Higher-Power Influencers.”

scientific and religious communities who share a belief in a universal life force or “consciousness field” that flows through all living beings and the entire cosmos influencing balance and order. They include (1) force fields identified in physics, systems theory, field theory, complexity theory, and the implicate/explicate order theory of David Bohm, (2) forces as understood in theories of spiritual energy, spirituality, wholeness, and oneness, and (3) “group mind,” the social singularity, and what we have loosely called “human consciousness singularities,” all grounded in human-sourced influencers “unbundled” so to speak from a higher power or artificial intelligence.<sup>16</sup>

- c. Human-sourced influencers: this category encompasses decision-making where human beings are the influencers. They share a belief that through intellect, feeling, and/or emotion it is human beings who are the decision-makers in society. They include evolutionary consciousness developmental models, and subcategories that include atheists, agnostics, and secular humanists.<sup>17</sup>
- d. Artificial-intelligence influencers: this category encompasses decision-making where artificial intelligence decisions are the influencers, if not absolute arbiters, of what decisions are made.<sup>18</sup>

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48. See chapter 17.3.2 “Field-Theory Influencers.”

49. See chapter 17.3.3 “Human-Sourced Influencers.”

50. See chapter 17.3.4 “Artificial-Intelligence Influencers.”

5. Best practices and principles following from the thought leaders in the classical liberalism tradition and the human potential movement).
6. Field testing of these theories through the on-the-ground and thought-leadership programs of Peace Through Commerce.

These underpinnings have opened a vast network of systems and relationships to include in Matrix theory an understanding of how to move people and society from Matrix outside circles/sectors into the Matrix intersections and keep them there long enough to generate an ongoing ecosystem of societal peace. They serve as the scaffolding for a new geometry, technology, political science, biology, psychology, spirituality, sociology, physics, ecology, and cosmology of society that supports all three disciplines of the Matrix of Peace framework: theory, model, and technology.

These underpinnings form a new interdisciplinary and transdisciplinary, whole-systems, consciousness-raising knowledge base for building peaceful societies. They support the ever-evolving and emerging disciplines of the Matrix of Peace framework. It supplies them with ongoing sources and resources to achieve breakthrough outcomes in society building, peacebuilding, and problem-solving.

Through this robust scaffolding, the Matrix framework remains as dynamic, robust, chaordic, and emergent as the society it models and serves, and the planet and cosmos it encompasses. This is how it does its job to accurately model society as a living ecosystem that is a conscious, dynamic, chaordic, intelligent, and progressive ecosystem, open to evolution, experimentation, creative growth, and decay.

In short, Matrix theory operates as a kind of open-source knowledge base, itself in a constant process of self-organizing, self-

correcting, and re-balancing at ever higher-order levels of clarity. It opens society building, peacebuilding, and problem-solving to a vast network of systems and relationships for understanding how to move people and society into an ecosystem of societal peace—the work of Matrix technology.



Chapter 7: THE MODEL

**A MULTI-SECTOR, WHOLE-SYSTEMS, CONSCIOUSNESS  
MODEL OF SOCIETY**



Figure 1: Matrix of Peace Model of Society

The Matrix of Peace model is a multi-sector, whole-systems, consciousness model of society housed within the mathematical and logic data sets of a Venn diagram.

The notion of what a “society” is can have several definitions. Matrix practitioners will be using the definition that fits the conditions on the ground with which they are working. A very general definition is that it is a group of individuals involved in persistent social interaction, or a large social group sharing the same spatial or social territory, typically subject to the same political authority and dominant cultural expectations.<sup>19</sup>

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51. Wikipedia contributors, “Society,” para. 1.

Societies are characterized by patterns of relationships (social relations) between individuals who share a distinctive culture and institutions. A given society may be described as the sum total of such relationships among its constituent members. Under this definition, if Facebook were a country, it would be the most populous nation on earth.<sup>20</sup>

Using a Venn diagram is transformational in society building, peacebuilding, and problem-solving. The diagram, by its very nature, both illustrates and unlocks the relationships, hierarchies, intersections, and whole-systems forces in a society, and in the way we think of it for purposes of Matrix-mapping toward ecosystem peace.

For Matrix-modeling purposes, the term “whole systems” refers to both living and nonliving systems making up the dynamics of society, such as the many forms of life on earth and many mechanical systems automating life, like cars, computers, and artificial intelligence. Matrix practitioners account for all systems affecting society in their work.

When using the Venn diagram to model society, the inclusion of whole-systems thinking leads to breakthroughs about how societies work and how to move them toward flourishing. And the mathematical and logic data sets of a Venn diagram make new sense of those forces in diagrammatic terms in the context of society building, peacebuilding, and problem-solving.

The three key building blocks of society that generate societal ecosystems—the public, private, and civil society sectors—serve as the three core circles of the Venn diagram model of society. Their three intersections literally and figuratively co-create the three necessary but sufficient foundations for societal peace—justice, prosperity, and sustainability. And the superordinate

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52. Stenovec, T., “Facebook is Now Bigger Than the Largest Country on Earth,” para. 1.

intersection of those three intersections represents the conditions supporting and maintaining an ecosystem of societal peace.

One can generate more outcomes than these to achieve societal peace, but not fewer. The superordinate intersection of justice, prosperity, and sustainability represents societal peace—at the center, or heart, of the model.

The fourth component of the Matrix model Venn diagram is called the *consciousness sphere*. It represents an oft-overlooked yet profoundly impactful component of society—the invisible decision-making sources and forces influencing people. They include thoughts, feelings, emotions, instincts, values, virtues, beliefs, worldviews, mores, spirituality, and underlying “multiple intelligences.”<sup>21</sup> In the Venn diagram, as in life, it encircles, permeates, and extends beyond the circles/sectors of society. So, too, it can serve as the visual counterpart to Pierre Teilhard de Chardin’s “noosphere,” which “encircles reality with information and knowledge from throughout time”—*encircling reality* being an apt description of the consciousness sphere encircling the sectors.<sup>22</sup>

In the Matrix model Venn diagram, the “extraterritorial” area comprises the open space between the consciousness sphere and the formal circles/sectors of the society depicted. This area in the model represents the informal sector activities on the ground—those unrecognized and often illegal activities occurring outside the notice or protection of formal society, such as the black market.<sup>23</sup> Consciousness forces are deemed healthy and functional in the intersections of the Venn diagram, at least functional in the

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53. See unit 5 “Consciousness Sphere” for a complete definition of the forces represented by the consciousness sphere.

54. See the reference to this view of the noosphere in Sisk and Torrance, *Spiritual Intelligence*, xi.

55. See chapter 20.4 “Informal Sector: ‘Extraterritorial’ Activities and Fragility.”

circles/sectors, and unhealthy and dysfunctional in the extraterritorial area.

Like the proverbial picture worth a thousand words, the Matrix model serves as the centerpiece for the theory and technology of the Matrix of Peace framework



## Chapter 8: **THE TECHNOLOGY:**

### **STRATEGIES, PRACTICES, AND TOOLS FOR DESIGNING AND ACTIVATING ECOSYSTEMS OF SOCIETAL PEACE**

Matrix of Peace technology is composed of a group of strategies, practices, and tools that have grown out of the activities of Peace Through Commerce and its partners in field testing the theory and model since 2006. They include innovation, research, development, publication, education, training, societal design, societal engineering, consulting, convening, curating, and consciousness-raising.

These strategies, practices, and tools have settled into patterns over the years that have developed into three strategic divisions of our Matrix of Peace work, namely, the Education, Activation, and Public Service Divisions of Peace Through Commerce.

The purpose of Matrix technology is to design and activate healthy ecosystems of societal peace based on the Matrix theory and model. Its goal is to generate widespread flourishing of all life.

While the Matrix of Peace framework operates as a technology in putting the science and knowledge base of the Matrix theory and model to use in the fields of society building, peacebuilding, and problem-solving, it is more than a technology—more than a tool, more than a means to an end. Performed as intended, Matrix technology is a consciousness practice in and of itself.<sup>24</sup>

#### ***8.1. CONSCIOUSNESS-RAISING ROLE OF MATRIX TECHNOLOGY AND PRACTITIONERS***

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56. See volume 3 “Matrix of Peace Framework: Technology.” See also unit 8 “‘Being’: Matrix of Peace Technology as Consciousness Practice.”

The Matrix framework places great weight on its consciousness-raising role in society building, peacebuilding, and problem-solving. A guiding principle for carrying out Matrix technology as a consciousness-raising practice is the concept of “enlightenment.” Like the Zen proverb “Before enlightenment, chop wood, carry water. After enlightenment, chop wood, carry water.”<sup>57</sup>

*Outwardly*, Matrix practitioners engage in sector activities as mapped in the three circles/sectors of the Matrix model of society. *Inwardly*, their work rises to the level of a consciousness practice when grounded in peace-optimizing consciousness sources and forces as mapped in the Matrix consciousness sphere of the model.

The two hallmarks of Matrix technology carried out as a consciousness practice are: (1) Matrix practitioners operate as purpose-driven, conscious leaders, which we address in unit 8,<sup>58</sup> and (2) the means they use are “as pure as the ends they seek,” in the words of Martin Luther King, Jr.<sup>59</sup> They are operationalized by the *Noble Trinity of Higher Purpose*,<sup>60</sup> as visualized in figure 6.

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57. Said to be a Zen Kōan. See Kowalski, “On Enlightenment.”

58. See chapter 33 “Matrix Practitioners as Purpose-Driven, Conscious Leaders.”

59. King, “Letter from Birmingham Jail,” para. 35. See also chapter 34 “The Meaning of the ‘Means’ of Matrix of Peace Technology.”

60. Chapter 33.1 “The Noble Trinity of Higher Purpose.”

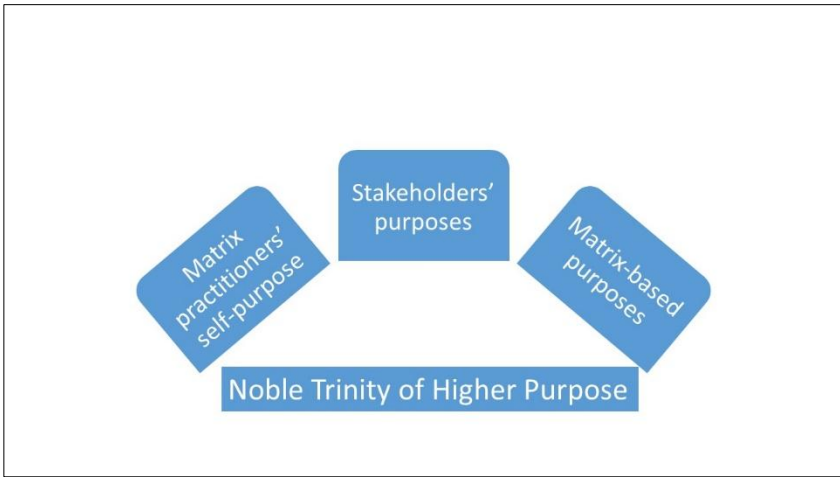


Figure 2: The Noble Trinity of Higher Purpose

The Noble Trinity of Higher Purpose is a methodology for discovering, unifying, and working from the higher-order purposes of the three constituent groups engaged in the Matrix work. Matrix practitioners are called to discover and align their own unique self-purposes with the stakeholders' purposes they serve, and to align both with Matrix-based purposes to co-create ecosystems of societal peace generating widespread flourishing of all life. When practitioners draw upon and unify the purposes of all three, we say they are leading from the Noble Trinity of Higher Purpose.

A description of the three levels of purpose developed when using the Noble Trinity of Higher Purpose include the following:

1. Matrix-based purposes: grounded in Matrix theory, to design and activate ecosystems of societal peace generating widespread flourishing of all life. Drawing from the Matrix model/map of society, to move society toward the intersections of justice, prosperity,

sustainability, and the superordinate intersection of ecosystem societal peace.

2. Matrix practitioners' self-purposes: discerned through inner work, self-awareness, self-mastery, and cultivating inner peace in pursuing Matrix technology as a consciousness practice (see unit 8).
3. Stakeholders' purposes: discerned through the process of co-formulating societal design goals with stakeholders using the Societal Design Goals Table (chapter 36.2).

Combining the three purposes of the Noble Trinity is the epitome of Matrix nurture—*that time when human beings step into a co-creator role with nature to move society into the Matrix intersections of justice, prosperity, and sustainability to co-create healthy ecosystems of societal peace.*

We strive in Matrix technology to do justice to the intention that engaging in Matrix of Peace principles, practices, and technology is a truly emergent, conscious undertaking between practitioners and stakeholders, “stakeholders” including the environment and all living things. Each brings their being and their “becoming” to the engagement and together a new reality emerges.<sup>29</sup>

## 8.2. TOOLS AND METHODOLOGIES FOR SOCIETAL DESIGN AND HEALTHY ACTIVATION OF MATRIX TECHNOLOGY

Matrix technology includes and manifests consciousness-raising tools, best practices, whole-systems thinking, and methodologies.

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61. Discussed in chapter 14.1.3-1.2 “The Nature (or Essence) of Matrix-Thinkers.” See also Ingold, *Imagining for Real*, 4. Ingold illuminates the shift of the philosophy of *being* to the philosophy of *becoming*.

Theory, practices, and case studies are found throughout this book on the Matrix of Peace framework.

For purposes of this primer, we call attention to two wide-scale tools: The Matrix of Peace Methodology and Facilitation Tool and the Matrix model of society. Both tools engage the macro-processes of the Matrix of Peace framework while paying acute attention to detail and consciousness forces. Both are robust enough to allow a practitioner to gather, record, and store large volumes of information about a society, analyze it, make numerous educated and well-informed attempts to guide it closer to an ecosystem of societal peace, and repeat.<sup>30</sup>

The Matrix of Peace Methodology and Facilitation Tool contains a step-by-step process for using the Matrix theory and model to design and activate ecosystems of societal peace. The methodology tool is introduced in chapter 49 and applications of it are set forth in the Matrix analyses of the Nobel Peace Prize Forums.<sup>31</sup>

We offer more context for the multiple uses of the Matrix model in the following sections.

### 8.2.1 MATRIX OF PEACE MODEL OF SOCIETY

The Matrix of Peace model of society serves as a visual teaching, mapping, diagnostic, and simulation tool in society building, peacebuilding, and problem-solving.<sup>32</sup> Unit 10 addresses and expands upon each of these functions at length.

For purposes of this primer, we touch upon them to give a working sense of the robust and game-changing role the model

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62. See, e.g., chapter 45 “Virtual ‘Smart Device.’ ”

63. See Blee, “Matrix of Peace [Analysis] Nobel Peace Prize Forum Oslo 2017,” and Blee, “Matrix of Peace [Analysis] Nobel Peace Prize Forum Oslo 2018.”

64. See unit 10 “Matrix of Peace Model of Society as Visual Teaching, Mapping, Diagnostic, and Simulation Tool.”

plays in these fields, and how it holds space for what comes ahead, again in Dee Hock’s words—*the possibility of regeneration of individuality, liberty, community, and ethics such as the world has never known, and a harmony with nature, with one another and with the divine intelligence such as the world has always dreamed.*<sup>33</sup>

In its visual mapping form, it provides a simple yet useful picture of the key building blocks of society and how they are interrelated, especially in relation to ecosystem peace. It gives peacebuilding and problem-solving both visual and operational direction—moving people and society from outside circles/sectors to the intersections of justice, prosperity, sustainability, and ultimately societal peace.

It holds a light to best practices and peace-optimizing conditions that lead to “Matrix intersectionality”—that time when society is successfully generating sufficient peace-optimizing sector conditions within and across sectors to support one or more of the intersections of justice, prosperity, and sustainability, or all three in the intersection of societal peace.

Each claim can be tested, reviewed, and updated without disturbing the dynamic parameters of the Matrix model and theory. That’s the constant work going forward of Peace Through Commerce and our partners, joint ventures, and followers. The framework gives the actors a map for seeing where they are, where they have been, and where to go next; a methodology and set of tools for consciously planning next steps based on best practices; a set of the right questions to be asking along the way; direction; and a roadmap toward societal peace.

With the map of society in hand, these movements are not just abstract terms and theory. They can be plotted directly onto the

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65. Hock, *Birth of the Chaordic Age*, back cover.

map from data collected at *all levels* of a given society's consciousness conditions and sector practices.<sup>34</sup>

Also, the placement of the sectors on a Matrix map of society tells the story of its health and functionality in multiple areas such as justice, prosperity, and sustainability. When the circles are drawn as separated, the conclusion is the sectors they represent are “unhealthy” and dysfunctional, operating in independent silo mode, or operating outside all sectors. They are generating no recordable levels of justice, prosperity, or sustainability. When two or more circles are intersecting, the conclusion is they have measurable expressions of “healthy,” well-functioning sectors, “co-operating” interdependently sufficient to generate justice, prosperity, and/or sustainability. And when one or more sectors are absent, activities are said to be primarily taking place in the extraterritorial area of the map without the notice or protection of formal society. The activities might be described as taking place in the black market or informal sector.

These conditions of health and functionality can be read directly from the map and change easily due to the plasticity built into the model. Like the plasticity in living systems, the sectors on the map can shift in degrees of intersectionality depending on the conditions on the ground. It is exquisitely attuned to and calibrated for serving as a model of society seen as a conscious, dynamic, chaotic, intelligent, and progressive ecosystem, open to evolution, experimentation, creative growth, and decay.

As a simulation tool, before interventions are taken, they can be planned and modeled— theoretically. Proposed actions can be simulated and results plotted on the Matrix model/map of a

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66. See, e.g., the maps constructed for modeling purposes in chapter 22 “Case Studies of Unhealthy, Dysfunctional Sectors” and chapter 48 “Case Study: Applying the Matrix Framework to the Issue of Child Trafficking.” See also how the proprietary Holon of Decision-Making Influencers in Society serves as a tool for preparing the maps in chapter 17.2 “Working Theories for How to Move Society into Matrix Intersectionality.”

society. The results can be reviewed, replotted on the map, and graded according to their success.

The simulation process gives actors a map for seeing where they are, where they have been, and where to go next. Matrix theory provides peace-optimizing consciousness practices and conditions to guide them. And Matrix technology provides a conscious path for designing and activating the plans made with an eye to avoiding unintended consequences or disturbing the culture and moral fabric of the society in question.<sup>35</sup>

Thus, the Matrix map serves as a dynamic living-systems tool for practitioners and stakeholders alike as a visual teaching, mapping, diagnostic, and simulation tool. One sees at a glance, like an x-ray of the human body, whether a given society is healthy or not, functional or dysfunctional, depending on the existence and size of the intersections of its Matrix map. And those intersections will fluctuate depending on the underlying consciousness conditions and sector-practices assessments, which can be stored with the data sets compiled for the Venn diagram.<sup>36</sup>

In all these roles, the Venn diagram is to society what DNA is to living organizations. It both *stores the source information* that comprises a living organism *and serves as the formula that governs the retrieval and use of the information* it carries for the living organism.

So, too, a Matrix Venn diagram both stores source data about society and contains formulas for creating peace. When used to model a living society, can the Venn diagram's formulas give us new formulas for maintaining living-system peace? We explore this idea in chapter 46, "Matrix Formulas for Ecosystems of Societal Peace."

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67. See volume 3 "Matrix of Peace Framework: Technology." See unit 8 "‘Being’: Matrix of Peace Technology as Consciousness Practice."

68. See chapter 46 "Matrix Formulas for Ecosystems of Societal Peace."

In chapter 45, we explore how the Matrix Venn diagram of society might work like a virtual smart device. We ask whether smart-device programming can unlock the codes for peace in society.<sup>37</sup>

In short, this multi-purpose tool expands the way we think about peace by illustrating and unlocking the relationships, hierarchies, intersections, and whole-systems forces bearing on a society, and in the way we think of it for purposes of Matrix-mapping toward ecosystem peace.

### 8.2.2. NEW LEXICON FOR SOCIETY BUILDING, PEACEBUILDING, AND PROBLEM-SOLVING

The Matrix model of society brings forward new language, concepts, and thinking in society building, peacebuilding, and problem-solving. All the mapping terms—outside circles/sectors, intersections, intersectionality, extraterritorial area, consciousness sphere—become part of a new, healthier Matrix-centric lexicon in society building, peacebuilding, and problem-solving.

These non-legacy, non-emotionally charged terms offer a significant advantage in curating an extended dialogue around extremely charged issues. It allows stakeholders to talk about what's going on in their society in Matrix-centric, emotionally neutral language instead of legacy-laden, emotionally charged language to explain what they see in mapping terms. The new lexicon is informative rather than shaming and blaming, making it emotionally safer for stakeholders to remain in dialogue.

For example, this lexicon talks about “consciousness work” instead of labeling people, government, or communities as “good” or “bad” or calling for “conflict” resolution. It talks about “outside circle/sector behavior” instead of “cutthroat practices,” “winner

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69. See chapter 45 “Virtual ‘Smart Device.’ ”

takes all,” or “zero-sum games.” It even prefers the phrase “movement into the intersections” over the term “peacebuilding” itself, which can sound patronizing and have negative connotations by being overused, having no agreed-upon meaning, and seeming insurmountably difficult.

So too, the movement-centeredness of the Matrix map anchors stakeholders in reaching mutual goals *ahead* of them, not in backward-looking rehashing of the past and seeking retribution. Those actions may happen too, but they don’t dominate—and eventually paralyze and polarize—the discussions between the parties before they have a chance to discover that they really do have shared values.

This new whole-systems lexicon redefines the very way we *think* about societal peace. We see it not as an end goal, not one that merely addresses and resolves crises and conflict. Instead, we see it as a process leading to a greater end—widespread flourishing of all life. We do not say society achieves a “state of peace.” We say it achieves an “ecosystem of peace.” A societal ecosystem of peace *addresses and transforms* crises and conflict into ever higher levels of self-actualization and flourishing for all.

A Matrix definition of societal peace, therefore, is an operational or process-based definition.<sup>38</sup> It states: *Societal peace is that time when society is generating sufficient outcomes of justice, prosperity, and sustainability to maintain itself as a self-organizing and self-correcting ecosystem leading to widespread flourishing of*

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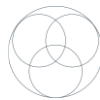
70. Alfred North Whitehead delves into the nature of reality and the fundamental processes that shape our world. See, e.g., Whitehead, *Process and Reality*. I point to it for further study and enrichment in this shift from static to process-based understandings and definitions of states of being. His school of thought known as “process philosophy” argues that there is urgency in coming to see the world as a web of interrelated processes of which we are integral parts. This approach harmonizes with Matrix-based, whole-systems understandings of a living society and its operations.

*all life*. It is literally visible on the Matrix model of society, at the superordinate intersection of justice, prosperity, and sustainability.

In this worldview, the existence of conflict does not mean there is an absence of intersection justice and peace. Peace is not merely the absence of conflict, for conflict is a normal part of life at all levels. Matrix theory regards peace as part of a societal ecosystem where conflicts are managed in peaceful, practical, adaptive ways that do not involve aggression or violating the rights of another person.

This more expansive and process-based view of societal peace is captured in a core tenet of Peace Through Commerce adapted from the work of one of the early thinkers of the Enlightenment, seventeenth century Dutch philosopher Baruch Spinoza. This tenet is:

*Peace is not simply the absence of war;  
it is also a virtue,  
a higher order state of mind and prosperity,  
a disposition for benevolence and justice.*<sup>39</sup>



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71. Credit to board member, poet, and champion of women's and girls' rights Felora Ziari for crafting this tenet, as paraphrased in Gregor, *A Natural History of Peace*. Social and metaphysical philosopher Baruch Spinoza is credited with the original quote, "Peace is not an absence of war, it is a virtue, a state of mind, a disposition for benevolence, confidence, justice." Wikidata contributors, Q20540559 [Spinoza].

## Chapter 9: **MATRIX OF PEACE METHODOLOGY AND FACILITATION TOOL**

The Matrix of Peace Methodology and Facilitation Tool provides Matrix practitioners with a guided process to apply the Matrix framework to their work in society building, peacebuilding, and problem-solving. This tool draws upon the formulas, principles, and truths set forth in the Matrix of Peace framework and upon our experience in using it to date.

Its current formulation is set forth in the adjoining box. We elaborate more on the tool in chapter 49.

### **Matrix of Peace Methodology and Facilitation Tool**

- I. Phase 1: Forming: choice of conveners and style of event
  - A. Choice of facilitators: engage persons trained in the Matrix of Peace framework.
  - B. Choice of stakeholders:
    - a. Sectors: choose stakeholders from all three sectors of society and the consciousness sphere forces bearing on them as a whole.
    - b. Subject-matter experts (SMEs): choose as many as appropriate for the convening from each component of the Matrix model—sectors and consciousness sphere. They provide updated assessments on where the society is in terms of best and worst practices in the three sectors, and the consciousness sphere SMEs provide consciousness developmental level assessments for both the society and the stakeholders chosen to participate. All SME findings are translated into Matrix maps.

- C. Framing the initiative – pre-convening: stakeholders co-generate call to action; goal setting; initial statements of vision, mission, and outcome to frame the initiative.
  - D. Legitimacy process: guide stakeholders in developing ground rules for engagement, buy-in for solutions generated, and authority to implement solutions generated.
  - E. Choice of event: ensure whole-person, whole-systems input, following Peace Through Commerce guidelines for a well-designed event, namely: (a) build anticipation, gain legitimacy, gain trust, and (b) connect with and touch people at their empathetic, personal, and vital levels, encompassing head, heart, body, and spirit. See Peace Through Commerce event guidelines template.
- II. Phase 2: Informing: assessment of consciousness conditions and best practices
- A. Consciousness sphere work: assessment of consciousness sphere conditions of stakeholders in Matrix facilitation and for the countries, regions, or corporate bodies they represent; creation of consciousness sphere Matrix of Peace maps of the consciousness conditions.
  - B. Sector practices and conditions work: assess sector consciousness conditions and sector practices; creation of Matrix of Peace sector maps. Chosen in coordination with SMEs.
  - C. Intersection practices and conditions work: assess intersection consciousness conditions and intersection practices; create Matrix of Peace intersection maps. Conducted in coordination with SMEs.

- D. Group processing:
  - a. Introduction to Matrix of Peace framework and fact-finding: lead stakeholders in understanding the results of the Matrix consciousness sphere, sectors, and intersection assessments and in how to use the Matrix of Peace maps to understand the problem.
  - b. Reframing the initiative: post-convening: stakeholder joint goal setting; review and update shared vision, mission, and outcomes statements.
  
- III. Phase 3: Norming: dialogue and testing
  - A. Dialogue—solutions generation: curate stakeholder solutions-generation process following from new Matrix maps, including dialogue, Matrix-mapping, and Matrix simulations; narrow solutions for beginning beta testing on the ground.
  - B. Solution beta testing: test, assess, regroup, go-no/go decisions.
  
- IV. Phase 4: Performing: solutions implementation
  - A. Full-scale solutions implementation.
  - B. Work with all sectors of society to engage leadership, resources, laws and enforcement mechanisms, and buy-in.
  
- V. Phase 5: Reforming: mid-course corrections
  - A. Final assessments: prepare pertinent post-implementation Matrix maps at appropriate intervals; compare to initial and interim maps; compare to vision, mission, and outcome statements.

## MATRIX OF PEACE BOOK SERIES COMPANION

- B. Make mid-course corrections, if necessary, based on assessments.
- C. Repeat phases 1-5.

Box 1: Matrix of Peace Methodology and Facilitation Tool



## 6. Praise for The *Matrix of Peace* Book Series

“In this groundbreaking book, Phyllis Blees draws upon best practices of classical liberalism and the human potential movement to bring us a new, multi-sector, whole-systems, consciousness-raising model for society building, peacebuilding, and problem-solving. Drawing on extensive research and real-world examples, which include her work at the Nobel Peace Prize Forums, she demonstrates how building partnerships across sectors—with love—is essential for addressing the root causes of conflict and fostering ecosystems of long-term stability, prosperity, and peace.”

**John Mackey,**

Co-Founder and CEO of Whole Foods Market and Love.Life

“Philomena Blees’s new book the *Matrix of Peace* integrates a wide array of wisdom to help build a better world. She wisely seeks to engage entrepreneurs and civil society in the crucial project of achieving long-term prosperity and peace. Her breadth of scholarship is impressive.”

**Steve McIntosh,**

Author of *Developmental Politics* and *Evolution’s Purpose*

“All too often, we think of peace as something quiet, reflective, and quiescent. The *Matrix of Peace* stands that notion on its head. This book is brave, searching, imaginative, and, yes, fierce. This book challenges us not merely to think deeply, but to think on multiple, interconnected levels to find a space and a path to a peace that has sufficient depth to be enduring and generative.”

**Dr. Tim Fort,**

PhD, JD, professor of business law and ethics, Kelley School of Business, Indiana University; George Washington University; 2024 Nobel Peace Prize Nominee

“What Phyllis Blees has done in this book is nothing short of extraordinary. She has managed to do what most systems thinkers couldn’t. In a seamless, flowing way, she has integrated complex ideas that are on the leading edge of human emergence from fields as diverse as science, economics, politics, sociology, developmental psychology, and systems thinking and nested them all in human consciousness. Her Matrix of Peace model should serve as the ultimate guide to world leaders attempting to navigate a future full of chaos and uncertainty. It is the systems thinker’s desk reference on the future that is ahead of its time and I highly recommend it.”

**Said Elias Dwalabani,**

Gravesian developmentalist and author of *MEMEnomics* and *Second Sapiens: The Rise of the Planetary Mind and The Future of Humanity*

“Phyllis Blees has been at the center of multiple related ideas and movements for decades: FLOW, Conscious Capitalism, Accelerating Women Entrepreneurs, and Peace Through Commerce. She has consolidated her vast knowledge and deep insights to produce this timely and much-needed book that illuminates a path forward for us to evolve towards a truly conscious society. It is magisterial in its scope, comprehensiveness, depth, and rigor. This book will be a priceless resource for business leaders, governments, policy experts, and educators.”

**Raj Sisodia,**

FEMSA Distinguished University Professor of Conscious Enterprise, Tecnológico de Monterrey; co-founder, Conscious Capitalism Inc.

“Well done! A great comprehensive work for society builders, peacebuilders, and problem-solvers. Phyllis Blees has skillfully integrated the competing interests of the three sectors of society into a model that invites them into ecosystem-flourishing through shared values. As the cover portends, this book needs to get into

the hands of the many—students, educators, entrepreneurs, workers, service providers, leaders, politicians, the military, government workers, and the general public. The world certainly needs it!”

**Richard Barrett,**

Founder of the Barrett Academy for the Advancement of Human Values

“Fulfilling the long-standing mission of Peace Through Commerce, Phyllis Blees has integrated the world of spirituality and consciousness, on the one hand, with nuts-and-bolts details on the legal and economic foundations required for a more peaceful world. It is important to get these communities to understand what each has to offer the cause of peace.”

**Michael Strong,**

Author; educator; founder and CEO, The Socratic Experience, a virtual school; co-founder, Conscious Capitalism, Inc.

“Since Philomena Blees shared her Matrix of Peace model with me privately years ago, I thought I had come into secret knowledge. I wanted to keep it for myself. But when I learned Blees was giving her model to the world with this volume, it occurred to me that the Matrix of Peace will be far more effective when more leaders access it, get aligned around it, and apply it. For anyone who desires peace and freedom, the time has come for the Matrix of Peace to be freed. It is a gift to the world.”

**Max Borders,**

Author of *The Decentralist* and *The Social Singularity*, executive director at Social Evolution, former director of content for FEE.org

“In her comprehensive new book, Phyllis Blees introduces the reader to several of the most cutting-edge new “social technologies” that are revolutionizing the way we humans coordinate effort at scale, and weaves them together into a big-

picture map for what's possible in large-scale human collaboration and organization.”

**Brian Robertson,**

Entrepreneur, organization-builder, and recovering CEO; founder of  
Holacracy

“They say it takes a good book to ripen, to come full-term before it is presented to the world. Thank you Phyllis Blees for being the head-heart-womb space that held, nurtured, and labored to birth this integral model for building peaceful and regenerative societies; a model that was co-conceived by some of the smartest minds and loving hearts I know. On behalf of Humanity and Mother Earth, I offer deepest gratitude and appreciation for you and every being whose work and wisdom has come together in the pages of this “living book” as pieces that now solve the puzzle long vexing societies: How to thrive in peace on this planet?

Leaders, Changemakers, and Peacebuilders, whether operating at a local, national, or global level, across any sector, public, private, or civil, now have “a map for seeing where they are, where they have been, and where to go next.” WHAT A GIFT! May it fly off bookshelves and be applied at speed. So we can outrun our planetary crises and evolve just-in-time.”

**Nilima Bhat,**

Founder-director, Shakti Leadership; co-author, *Shakti Leadership* and *My Cancer Is Me*; Distinguished University Professor in Gender and Conscious Leadership, Business School and School of Humanities and Education, Tecnológico de Monterrey

“This book gets us beyond the idea of a middle ground—no more splitting the difference. The *Matrix of Peace* helps us reach a higher ground, one which will enable humankind to make it through this century and beyond. It allows us to upgrade our own line of thinking. We as leaders have a responsibility to embrace its multi-

sector, whole-systems, consciousness-raising principles to bring inner and outer peace to the world to flourish.”

**Thomas Eckschmidt,**

Co-author of *Conscious Capitalism Field Guide*, co-founder of Conscious Capitalism Brazil and Peru, and CEO of Conscious Business Journey, the largest Conscious Capitalist Community in the World

“Gratitude to Phyllis Blees for this masterful work! It is superb. In fact, if followed, it is a world changing offering, the likes of which I rarely if ever have seen. It is just what the Divine doctor has ordered! With gratitude for all the seeking, searching, and doing we are given in the Matrix of Peace multi-sector, whole-systems, consciousness-raising framework for society building, peacebuilding, and problem-solving.”

**Jean Houston,**

PhD, author, thought leader in spirituality, mindfulness, and the human potential movement

“Phyllis Blees was destined to write this book. She is the steadfast and faithful custodian of Peace Through Commerce and Matrix of Peace thought leadership since their conception. She truly is the maven. This book offers the “Master Code” for societal peacebuilding representing a monumental undertaking and watershed event for Phyllis, Peace Through Commerce, and humanity.

Phyllis not only weaves together the elements required for societal peace, she skillfully imbues it with whole-systems thinking, emergent thinking, and intersectionality. Researching, theorizing, applying, and even mirroring her own learned leadership experience, Phyllis posits that shared values, virtues, consciousness, and spirituality are the secret sauce for cooperative decision-making and problem-solving. Masculine in the sense it provides the scaffolding for societal peacebuilding, feminine in the

sense it invites receptivity, collaboration, and reciprocity to test its application. Let the work begin.”

**Michelle A. Waters,**

Co-author, *The Orange Line: A Woman’s Guide to Integrating Career, Family & Life*; author of forthcoming book *Leading with Feminine Grace*

“People talk about world peace in idealistic terms as a “pie in the sky” that everyone wants but that humans seem too flawed to achieve. Phyllis Blee has put forth a plan to actually achieve peace step by step. This might be the most important book ever produced. It calls on the idea of bringing disparate, even antagonistic elements of the human experiment together and solving the unsolvable dilemma of our time, how to achieve world peace.”

**Joshua Kight,**

Artist, poet, teacher

“There are no simple answers to complicated questions so perhaps it’s not surprising that the theoretical framework for world peace requires an in-depth discussion of economics, public policy, and, yes, consciousness. The detailed index and case studies make it easy to dip into the parts that are relevant for you. Do it. World peace depends on our understanding and linking these spheres. Brava!”

**Susan Niederhoffer,**

Former board member, Conscious Capitalism, Inc.



## 7. About the Author

AUTHOR: **PHILOMENA BLEES**



Philomena Blees, JD, is CEO and co-founder of Peace Through Commerce and a 2025 Nobel Peace Prize nominee. She is also Lecturer in Law at the University of Hawaii William S. Richardson School of Law and hosts two live-streamed, award-winning shows: The Matrix of Peace and The Creative Life.

In law, Philomena was 1<sup>st</sup> in class year one, graduated in the top of her class, and received American Jurisprudence awards in contracts, real property, and civil procedure. She co-founded a private practice in Hawaii and Texas with an emphasis on tax, estates, business formation, and real property. She later served as an assistant general counsel at the Texas State Treasury. She is licensed to practice law in Texas, Hawaii, US Tax Court, US Federal District Court, and 9th Circuit Court of Appeals.

Philanthropically, Philomena is recent past president of the American Creativity Association; co-founder of a school and foundation for gifted children; co-founder of Conscious Capitalism, Inc.; and co-founder of a centering prayer group, being deeply committed to a daily practice of meditation.

MATRIX OF PEACE BOOK SERIES COMPANION

Personally, Philomena loves running, hiking, dancing, music, movement, escape rooms, reading, and especially enjoys time with family and friends.

**FOREWORD AUTHOR: JOHN MACKEY**

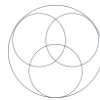


John Mackey, is co-founder and past CEO of Whole Foods Market, and co-creator of Love.Life. He has devoted his life to inspiring people to live well and love life.

**AFTERWORD AUTHOR: TIM FORT**



Tim Fort, JD, PhD, holds the Eveleigh Professorship in Business Ethics and is Professor of Business Law and Ethics at the Kelley School of Business at Indiana University. He is the author of 12 books on topics of business, peace, and ethics.



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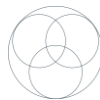
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*“If you want to make peace with your enemy, you have to work with your enemy. Then he becomes your partner”,*

**Nelson Mandela**

## 9. About Peace Through Commerce, Inc.

A four-time Nobel Peace Prize Forum event partner, Peace Through Commerce, Inc. is a strategic, global, and educational nonprofit corporation dedicated to our vision of a world where all people enjoy peace and prosperity. Our mission is catalyzing ecosystems of societal peace leading to widespread flourishing of all life. Using Matrix of Peace Services, Peace Through Commerce, Inc. brings together historically siloed and sometimes hostile societal sectors. It finds shared values and uses whole-systems solutions to generate widespread flourishing for all life

Our vision is peace and prosperity for all. Our mission is catalyzing ecosystems of societal peace leading to widespread flourishing of all life. Our strategy is using our proprietary Matrix of Peace™ Services to educate, train, and convene stakeholders and students in how to foster ecosystems of societal peace.

Matrix of Peace™ Services are our value add to society building, peacebuilding, and problem-solving. Our services include courses, workshops, retreats, methodologies, and curriculum.

The Matrix of Peace™ methodology is grounded in a robust, multi-sector, consciousness-raising framework for designing and activating peaceful societies. Its purpose is to create an ecosystem of societal peace. Its goal is widespread flourishing of all life. The parameters of the model assume society is a conscious, dynamic, chaordic®, intelligent, and progressive ecosystem, open to evolution, experimentation, creative growth, and decay.

## MATRIX OF PEACE BOOK SERIES COMPANION

The creation of the Matrix of Peace Whole Systems Model of Society led to our Matrix of Peace™ Services to teach, train, consult, and convene stakeholders and students using Matrix of Peace methodology and tools.

In short, Peace Through Commerce, Inc. operates as a dedicated team of peace-thinkers and peacebuilders in the “mind-changing” business using Matrix of Peace™ Services. Contact us at [services@peacethroughcommerce.org](mailto:services@peacethroughcommerce.org) to sign up for these services.

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