fRAGmentation

The Power of e Pluribus Unum

Alex Bennet
Mountain Quest Institute

fRAGmentation

The Power of e Pluribus Unum

Alex Bennet
Mountain Quest Institute

Full Paperback (B&W) & Hardback (Color)
available on Amazon

Fragmentation [French or Latin *fragmentum* from base of *frangere* break] The action of breaking or separating into fragments; in BIOLOGY separation into parts which form new individuals or units.

Coherence [Latin *cohaerentia* formed as next] 1. The action or fact of sticking together. 2. Logical or clear interconnection or relation; consistency; congruity of substance, tenor, or general effect. B. Coincidence, agreement. 3. Context; immediately surrounding discourse. 4. PHYSICS The property (of waveforms) of being coherent.

<div align="right">Shorter Oxford English Dictionary (Fifth Edition)</div>

Fragmentation herein is expanded to a new level of understanding and appreciation for related principles and processes that function in both the natural and constructed world domains. Selected examples of fragmentation inform and illuminate. In addition, we share increasing awareness of how fragmentation underpins the development of civilization and is a harbinger of the transformation of humankind.

Dedication

As the natural and constructed world tears itself apart, with so many choosing to leave and others struggling to redefine meaning and purpose, this book emerges from the chaos to bring hope for the future. It is in our hands, minds, hearts and souls. This book is for you.

Appreciation *to Dr. Annie Green, Mountain Quest Institute Associate, for her close read and feedback. Appreciation of AI-PRO 4o for scenario assistance and DALL-E for visual aids.*

Preface

As the concept of fRAGmentation kept waking me and pushing my thought toward the keyboard, I began to recognize the need for greater understanding and deeper reflection in this area. Then when my friend and colleague Robert Turner was here with his wife Jane for my son's wedding, he read some of these early thoughts and asked: "Is it entropy or perturbation?" More reflection. And so began the quest for understanding the challenges and opportunities offered in this age of fragmentation.

Indeed, fragmentation can be considered both in terms of entropy and perturbation. In the general sense, entropy refers to the level of disorder or randomness in a system. If you consider fragmentation as a process that increases the disorder of a system, like breaking a solid piece into smaller, scattered parts, then it can be associated with entropy. This is often related to the idea that systems tend to move towards a state of higher entropy over time, leading to more randomness and less order.

In the grand experiment with the American civilization, fragmentation was anticipated and carefully regarded. From July 4, 1776, we have the original theme of the new union *e pluribus unum* (13 letters representing the 13 colonies)*,* "out of many, one", reflecting the idea of unity within diversity. To be sure, the principal designers—Adams, Franklin, Hamilton, Jay, Jefferson, Madison, and Washington—drew upon the philosophers—Hobbes, Locke, Montesquieu and Rousseau—and reached beyond the organizing of the individual colonies as an entity. They envisioned the formidable bonding of all citizen contributions and in the integral integrity of the richness of that vibrant union a powerful culture and system of governance was created with a balance of fostering freedom and sustaining the rule of law as a check and balance.

Some years ago, in this century, a seasoned member of the U.S. federal judiciary reflected to one of the authors that the brilliance of the American Constitution was largely in how it did not unduly impose limitations. To be sure, fragmentation was not only expected, it was respected. Concomitantly, in the infinite diversity in the natural world, we enjoy Earth as the preeminent ecosystem in our known universe. Likewise, out of the collective regard for all humanity, we prosper in the synergy of democracy. As the founders understood this, they created a form of governance with the supporting Charters of Freedom that creates a crescendo of fragmentation. Evidence of the brilliance of American democracy is the proliferation of democracies throughout the

world in over 80 nations as reported by Freedom House at and the use of the American Constitution as a valued reference for the writing of constitutions across the world. [*Reference: See* www.freedomhouse.org]

On the other hand, advanced perturbation theory refers to changes in a complex system that create a new overall capacity to function—essentially a state change. Generally, in perturbation theory one identifies the solution to a similar problem and replicates the solution applied in that instance. Understanding the fragmentation issues and options in the former solution is key to replication of results. So, the solution depends on identifying which set of critical nodes of fragmentation to focus on. If it's about focusing on particular functions of a system, it's more about entropy. If it's about a considerable change in the performance of a system, it's about perturbation. In his work with systems, Novel Prize winning physicist Ilya Prigogine offered that the selection of an optimum set of critical nodes would yield state change. [*Reference:* Prigogine, I., & Stenger, I. (2017). *Order Out of Chaos: Man's New Dialogues with Nature.* Verso.]

Alvin Toeffler, the noted historian, in his in depth and insightful foreword to *Order Out of Chaos* closes with: *It projects science into today's revolution world of instability, disequilibrium, and turbulence. In so doing, it serves the highest creative function—it helps us create fresh order.*

From a broad perspective, there is no doubt that the world exhibits characteristics of fragmentation. There are numerous areas where divisions and disconnects are evidence, such as in social, economic, political, and environmental contexts. Many societies are grappling with deep-seated issues like political polarization, economic disparities, and cultural tensions, which often result in fragmented communities and nations.

Conflicts and disagreements among countries further contribute to a fragmented global landscape, making it challenging to address transnational issues like climate change and humanitarian crises effectively. In addition, the rise of digital technology and social media has both connected and divided people, sometimes exacerbating divisions by fostering echo chambers and misinformation.

Simultaneously, there's also a significant push toward unity and collaboration. Efforts to address global issues through international organizations, grassroots movements aimed at social justice, and widespread calls for environmental sustainability reflect a desire to overcome these fragmentations despite the current disruptive and fragmenting actions of the United States government. So, while fragmentation is a prominent feature of today's world, it's important to recognize the counter-movements striving for

greater cohesion and cooperation. The dynamics between these opposing tendencies shape much of the global discourse and action in our time

Fragmentation can also be seen as a paradox. The paradox of fragmentation lies in its dual nature of being both detrimental and beneficial, depending on the context and perspective. On one hand, fragmentation is often viewed negatively because it can lead to inefficiencies, loss of cohesion, and increased disorder within a system. For instance, in ecological habitats, fragmentation can disrupt ecosystems and reduce biodiversity, making it harder for species to survive. In the digital realm, fragmented files on a computer can slow down access times and reduce overall performance.

On the other hand, fragmentation, as we are presenting it, can also be seen as a positive force. It can stimulate innovation and adaptation by breaking down monolithic structures and encouraging diversity. In economic and business contexts, the fragmentation of large monopolies can open up the market for smaller players, fostering competition and leading to better services or products. In biology, genetic fragmentation through mutations can drive evolution, allowing species to adapt to changing environments.

Thus, the paradox of fragmentation is rooted in its ability to simultaneously challenge and stimulate systems, highlighting the complexity and multifaceted nature of change within any given context. This dual role serves as a reminder that fragmentation, while often disruptive, can also be a catalyst for transformation and growth.

We explore this dual nature through the lens of five domains of fragmentation: physical, holistic human, digital, narrative/art, and societal. And, as we expand our understanding, we will embrace societal political fragmentation—at the forefront in today's chaotic world—as a core focus, offering us depth of fodder to explore this important area and the role individually and collectively that we can play in the unfolding challenges of societal fragmentation.

We begin.

<div align="center">Alex Bennet</div>

Contents

Foreword

The world is silently fragmenting, yet the echoes resonate in every corner of our lives, leaving us to navigate through pieces that no longer fit together as they once did.

As you journey through this book, remember that YOU are not a passive observer but an active participant. YOU are the expert on the fragmentation in your own life, uniquely positioned to connect the broader themes discussed here with your personal experiences. YOU are the expert that is writing this Foreword, and the Afterword.

This is an invitation to delve deep, challenge assumptions, and explore the intersections between the external world and your inner landscape. Our journey into wholeness begins now as we explore that landscape.

1. **What aspects of your life feel fragmented right now?**

2. **How does the fragmentation around you reflect in your personal circumstances and community?**

3. **In what ways are reductions in support and safety systems, like government benefits, affecting your stability?**

4. **Where in your life do you see possibilities for healing and rebuilding?**

5. **What actions can you take to navigate or mend the fragmented pieces in your life?**

As you reflect on these questions, consider them as starting points for a deeper exploration of how fragmentation affects various aspects of your life and the world. Throughout this book, you'll gain insights and tools to better understand and navigate these complexities, ultimately empowering you to foster connection and resilience in your personal and global communities. These reflections are your guideposts. Allow yourself to engage deeply, drawing strength from your own stories, as together we explore the paths towards more cohesive and harmonious living. And as you move through this thought, ask and reflect: "How do I envision my role as a connector or bridge-builder in a fragmented world?"

/s/ YOU, THE EXPERT

Chapter 1
The Shattered World

In the heart of a lush valley, lay the once-united village of Eldoria. Surrounded by emerald hills and a river that shimmered under the sun, Eldoria was a tight-knit community where families had lived for generations, their lives intertwined like the roots of the ancient oak at the village center.

But over time, things changed. A mining company discovered precious minerals beneath the village's fertile land. Contracts were signed, and soon, the landscape transformed as machinery carved deep scars into the earth.

As the physical landscape fractured, so did the community. The river that once flowed freely was now diverted, splitting the village in two. The northern half struggled to access clean water, while those in the south prospered as they sold their land to the company.

This physical divide deepened social rifts. Friendships crumbled as debates over the mine's impact turned neighbors into adversaries. Families were torn apart, choosing sides based on immediate needs versus long-term vision. The school, previously a bustling hub of learning and laughter, sat half-empty as families were forced to leave for opportunities elsewhere.

Eldoria, once a symbol of unity and resilience, became a living testament to fragmentation. The walls of division, though invisible, were felt by every person still living in the shadow of the mine.

This story of Eldoria is not unique. Across the globe, fragmentation is a growing force, affecting communities, economies, and even entire nations. As we explore the dynamics of fragmentation, we begin to understand how interconnected these divides truly are and what it takes to mend them.

This is our world, a tapestry woven with threads of diversity and division. And like so many places around the globe, Eldoria became a victim of fragmentation. Yet, the deepest divisions were not of earth and rock, but of soul and spirit. The river that cradled Eldoria now separated more than it connected, its diverted waters mirroring the diverging paths of its people. In place of shared hopes, debates fierce and bitter took root, growing into walls that kept neighbors apart. Those who once shared markets and meals drifted into camps of 'us' versus 'them'—a fracture far harder to mend than topography.

Eldoria is a microcosm of our world today, where the push and pull between sustainable development and the preservation of community traditions, the intricate dance of wealth and equitable distribution fostering collective well-being, and the critical balance between power, accountability, and democratic participation converge. These dynamics reflect the broader challenges we face globally, as we strive to create harmonious societies that honor both progress and heritage. Perhaps through Eldoria's fractured past, we can explore the universal themes of fragmentation, understand their complex causes, and seek the shared paths toward healing and unity that can redefine our future.

Global Challenges

Across nations, *economic disparities*, the stark divide between the affluent and the impoverished, continues to widen, posing significant threats to societal cohesion and economic stability. Global economic inequality remains a pressing challenge, with wealth concentrated in the hands of a few while vast numbers of people struggle to make ends meet. This imbalance not only affects individual well-being but also poses significant risks to global stability and peace. The growing gap exacerbates social tensions and can lead to unrest and conflict, as those left behind demand fairness and justice. Addressing economic disparities requires concerted efforts in policy-making, investment in education and skills development, and innovative approaches to wealth distribution and opportunity creation.

In an increasingly interconnected world, *global health challenges* underscore the urgent need for resilient healthcare systems and international collaboration to protect public well-being. The COVID-19 pandemic has laid bare the vulnerabilities in global health systems, highlighting the need for robust healthcare infrastructure and international collaboration. Beyond pandemics, we face ongoing challenges with infectious diseases, mental health, and access to basic healthcare services. Addressing global health issues requires a comprehensive approach that includes strengthening healthcare systems, increasing funding for research and development, and enhancing preparedness for future health crises. Collaboration and knowledge-sharing across borders are essential in building resilient health systems that can protect us all

The planet faces a critical juncture, as the urgent need for *environmental sustainability* clashes with traditional growth models, demanding innovative solutions and global cooperation. Climate change and environmental degradation are among the most urgent issues facing our world today. Rising temperatures, extreme weather events, and loss of biodiversity threaten ecosystems and human societies alike. Nations struggle with the transition to

sustainable energy sources while balancing economic growth. The challenge is compounded by the need for international cooperation and commitment, as environmental issues transcend borders. To mitigate these impacts, global efforts must focus on reducing carbon emissions, protecting natural habitats, and fostering sustainable practices among businesses and communities.

The world is witnessing unprecedented *migration and refugee movements*, driven by war, persecution, and environmental disasters, presenting profound humanitarian and logistical challenges. Wars, persecution, and natural disasters have displaced millions, leading to unprecedented levels of migration and refugee crises. These movements pose challenges for both origin and destination countries, impacting social services and infrastructure. Addressing these issues involves not only providing immediate humanitarian assistance but also implementing long-term solutions that integrate displaced populations into host communities and address root causes.

As *climate change and population growth* exert pressure on natural resources, ensuring food security and managing water scarcity have become paramount global concerns. Ensuring access to sufficient, safe, and nutritious food is a growing concern as the global population increases and climate change impacts agricultural systems. Water scarcity, exacerbated by climate change and overuse, further threatens food production and human populations. Efforts to enhance sustainable agriculture, improve water management, and reduce waste are critical to addressing these intertwined challenges.

In many regions around the globe, the shadows of *political instability and conflict* loom large, disrupting lives and repeating history, undermining the prospects for peace and progress. Geopolitical tensions and internal conflicts continue to pose critical challenges worldwide. Political instability can lead to humanitarian crises, disrupt economies, and prevent the effective governance needed to address other global issues. Efforts toward diplomatic resolution, peace-building, and fostering democratic institutions are crucial in creating a more stable and secure global environment.

Simultaneously, despite progress in civil rights, the quest for *social justice and the safeguarding of human rights* remain unresolved battles in many parts of the world including, surprisingly, "advanced" nations. Despite those advancements in civil rights, many individuals and groups still face discrimination and marginalization based on race, gender, ethnicity, sexual orientation and other identities. Ensuring social justice and human rights is an ongoing challenge, requiring vigilance and action from both governments and civil societies. This involves creating inclusive policies that protect the rights of all individuals, fostering diversity, and promoting equality. Education and

dialogue are key tools in challenging stereotypes and prejudices, paving the way for more equitable societies.

As *technology advances* at an unprecedented pace, its potential to transform industries and societies is matched only by the *disruption* it brings to traditional ways of life as a global battle for domination ensues. Rapid technological advancement presents both opportunities and challenges. While it drives innovation and economic growth, it also disrupts traditional industries, leading to job displacement and social upheaval. The digital divide further exacerbates inequalities, as not all individuals and regions have equal access to technology and the skills needed to thrive in a digital world. Addressing these challenges requires strategic investments in education and training, as well as policies that safeguard data privacy and ensure fair competition

This is our world, a tapestry woven with threads of diversity and division. It's a place where breathtaking beauty and daunting challenges coexist, each influencing the other in ways that are often unexpected and profound. From bustling urban centers with towering skyscrapers to remote villages clinging to traditions, every corner of our planet presents a unique blend of cultures, ideas, and struggles. Yet, beneath the surface, we face common issues. Our societies are marked by growing divides, whether visible in the physical landscapes shaped by industrial pursuits or invisible like the social and economic barriers that separate us.

In this world, understanding fragmentation is key to bridging the gaps that keep us apart. What is fragmentation? Why do fragmented systems emerge, and what impacts do they have on our world? How is the larger societal fragmentation emerging in our day-to-day lives connected to my own scattered thoughts in this uncertain world, and my lack of clarity and focus?

As we journey in this book through these complexities, we might just discover not only the challenges but also the potential for connection and unity that lies just beyond the fragmented edges. Let us search together.

Chapter 2
Unraveling the Mosaic

Fragmentation. A seemingly simple term, yet it holds the weight of myriad worlds peeling away from their centers. At its essence, fragmentation refers to the process by which something whole is broken into parts, each piece a reflection of what once was unified. This concept, both intricate and ubiquitous, permeates every facet of our lives.

From the earliest dawn of civilization, fragmentation has played an undeniable role. Consider ancient empires that rose and crumbled, leaving behind a tapestry of cultures and languages—fragments of once expansive dominions. Yet these remnants give rise to new identities, cultures, and innovations, demonstrating how fragmentation, while dismantling, also creates fertile ground for development and diversity.

In our modern era, fragmentation is ever-present. This multifaceted phenomenon prompts us to rethink and reassess our interconnectedness. From the natural shifts beneath our feet to the intangible realms of our minds and societies, fragmentation touches every aspect of existence. While we have lightly explored some aspects of fragmentation in these introductory chapters, let's focus on providing a concise snapshot of primary areas, or domains, where fragmentation is evident. In the following snapshots, we explore the diverse landscapes where fragmentation unfolds, inviting us to understand its influences and implications. These glimpses into the physical, digital, societal, mental, and artistic domains set the stage for a deeper exploration, with a later chapter dedicate to each domain, into how each type of fragmentation within these domains shapes our realities and challenges us to seek unity in diversity.

Physical Fragmentation often manifests through geographical and environmental changes. Consider the natural phenomena of tectonic shifts, where Earth's plates move and fracture, creating new landscapes over geological time. These natural processes divide and redirect ecosystems, influencing biodiversity and climate patterns. In a later chapter we will explore the fragmentation of global mining. The man-made influence of urban sprawl serves as a key example of physical fragmentation induced by human activity. As cities expand into surrounding areas, they fragment natural habitats and agricultural lands, creating patchwork communities that challenge infrastructure and resource management. Types of physical fragmentation

which are explored include: geological, ecological, urban, agricultural and geopolitical.

Holistic Human Fragmentation, experienced by many in an age of uncertainty and rapid change, emphasizes the internal struggles we face. In an age saturated with information, individuals experience cognitive overload, leading to fragmented attention and decision-making. The constant influx of data can cause stress and impair the ability to focus on meaningful tasks. Emotional fragmentation arises when individuals feel disconnected from themselves or others, influenced by social media and modern lifestyles. This disconnection affects mental health, relationships, and overall well-being. Types of holistic human fragmentation which are explored include: identity, emotional, cognitive, trauma-induced, relational, behavioral and health and safety.

Digital Fragmentation, a product of our technological age, is reshaping how we communicate and interact. The proliferation of digital platforms has led to a fragmented digital landscape. Social media, streaming services, and online communities often operate in silos, creating echo chambers where information and interactions are isolated within specific niches. This fragmentation disrupts traditional means of communication and interaction, leading to challenges in maintaining cohesive narratives and understanding in a rapidly developing digital environment. Types of digital fragmentation explored include: technological, regulatory, access, cultural/linguistic, platform, security and economic.

Narrative and Artistic Fragmentation is visible in the creative realms. In the art world, fragmentation is seen in the breaking of traditional forms and narratives. Movements like abstract art, postmodernism, and digital art explore fragmented expressions, challenging viewers to find meaning in dissonant or incomplete forms. Artistic fragmentation encourages experimentation and innovation, leading to new genres, styles, and mediums that reflect a complex, multifaceted world. Types of narrative/art fragmentation explored and exampled include: structural, temporal, thematic, visual, character and linguistic.

Societal Fragmentation emerges amidst political, economic, and cultural divides. Increasing polarization within societies is evident in social and political arenas, driven by factors like economic inequality, cultural identity, and political ideology. These divides fragment communities, influencing voting behaviors, social cohesion, and public policy priorities. More recent geopolitical events, such as Brexit and shifting alliances, exemplify societal fragmentation on a global scale. These shifts redefine relationships between

nations, altering economic ties and cultural exchanges. Types of societal fragmentation explored include: economic, cultural, political, social, religious, informational and legal.

While we have provided above a few examples in each of these five domains, it is important to recognize the two levels of fragmentation: domains and types. Domains represent the broader arenas where fragmentation manifests, capturing the overarching themes and contexts—such as physical, digital, societal, mental/emotional, and narrative/art. These domains provide a structural framework that reflects the complex and diverse nature of fragmentation, allowing us to categorize and examine the phenomenon systematically.

Note that when discussing each domain above, we further identified specific types within that domain, which are the distinct manifestations or processes of fragmentation specific to each domain. Types delve into the particularities, illustrating the unique ways fragmentation occurs and affects entities within each domain. By organizing fragmentation into domains and their corresponding types, we can more effectively analyze and address the impacts across various contexts and scales, paving the way for nuanced insights and targeted interventions.

Domains of Fragmentation

Sample Lessons from Nature, Technology and Society

In biology, nature's resilient ecosystems exemplify how fragmentation can lead to interconnected networks. When a forest undergoes natural fragmentation due to events like fires or floods, it initially appears as destructive. However, this fragmentation often increases biodiversity, creating new habitats. Species migrate, adapt, and evolve, forming intricate food webs and cooperative relationships that foster ecosystem resilience. Over time, these interconnected ecosystems become more robust, as diversity leads to stability and adaptability.

In the digital realm, fragmentation has given rise to innovative technological ecosystems. Consider the open-source software movement: while proprietary software models exert centralized control, open-source projects like Linux harness the diverse contributions of fragmented global communities. This fragmentation fosters a collaborative spirit where independent developers contribute various pieces of code, collectively building robust, flexible software solutions. Such decentralized development systems exemplify how fragmentation leads to alignment around a shared vision, driving technological innovation.

Sociopolitical fragmentation, such as the dissolution of empires or federated states, often seeds cultural and national identity formation, bringing together a tapestry of cultures. For instance, the breakup of the Ottoman Empire led to the creation of modern nation-states across the Middle East and North Africa, each nurturing its own identity. While initial fragmentation spawned conflict, over time regional alliances and transnational organizations emerged, such as the Arab League, which aim to foster unity and cooperation among newly formed nations. This reflects a reimagined interconnectedness where independent entities align for collective security and prosperity.

In the realm of economics, fragmentation can create diverse networks of trade that drive globalization. As industries and markets evolved, economic fragmentation encouraged specialization. Countries and regions focused on areas of comparative advantage, leading to interconnected global supply chains. While each entity operates independently, the necessity of collaboration forms a cohesive global economy that relies on the alignment of fragmented economic units to function effectively.

These examples illustrate the inherent interconnectedness of fragmented systems, which will be more deeply addressed in the chapters focused on each domain, reminding us that while fragmentation may initially appear as disarray, it often sets the stage for new forms of unity and collaboration, encouraging adaptive strategies that spur innovation and resilience. This paradox of

fragmentation—division leading to deeper, albeit more complex, unity—offers valuable insights for us to reflect upon.

In Summary …

This brief introduction to the domains, and types within each domain, that are the focus of this book, set the stage for a deeper understanding of the role of fragmentation both historically and in the current world environment which is touching everyone.

As we embark on the steady unraveling of fragmentation across varied domains, it becomes evident that the essence of change is deeply entwined with this phenomenon. The very fabric of our world, in its fragmented form, suggests a powerful narrative of evolution—one where division and reassembly invoke a continuous cycle of adaptation.

The next chapter invites you to explore this dynamic interplay between fragmentation and change, delving into how the breaking apart of structures enables new pathways, shapes possibilities, and challenges us to perceive shifts as foundational to growth. Offering historical examples, this transition serves not as a conclusion, but as an invitation to explore and understand fragmentation as a quintessential component of change in its many forms.

Chapter 3
Fragmentation and Change

As we explore the dual nature of fragmentation, we further uncover its role as both a catalyst for destruction and a precursor to change. Let's engage Kurt Lewin's change model, such that we can better understand how fragmentation becomes an integral part of the cycle of adaptation and innovation. Embracing its complexities, we can navigate through the disorder it introduces, striving for a balance between disintegration and the potential for a more resilient reassembly.

While many change models have emerged through the years—several of which have been developed and implemented by the authors—we will use Kurt Lewin's simple model to explore the relationship of fragmentation and change. This model, a foundational framework for understanding organizational change, includes the stages of Unfreezing, Changing (or Transitioning), and Refreezing, providing a structured approach to managing change which can be highly relevant when addressing fragmentation and its impacts.

In the initial stage of unfreezing, the focus is on preparing individuals or organizations for change by acknowledging the need for transformation. If fragmentation is causing inefficiencies or reduced effectiveness, the unfreezing stage involves recognizing these problems and overcoming resistance to change. This includes building awareness about how fragmentation is detrimental and why change is necessary. For example, in a company experiencing digital fragmentation due to incompatible software systems, unfreezing would involve illustrating the costs of inefficiencies and rallying support for integrating a unified digital platform.

The Changing (or Transition) phase involves implementing the changes necessary to reduce fragmentation and improve efficiency and effectiveness. It requires transitioning from old patterns to new ones, and this process can include re-organizing physical systems, updating digital infrastructure, fostering societal cohesion, or promoting mental clarity. For societal fragmentation, this might include initiatives to build community networks or dialogue platforms that foster better understanding and collaboration across different societal groups.

The final state, Refreezing, is focused on solidifying new practices so that changes become part of the organization's culture or individual's routine, thus

preventing fragmentation from reoccurring. This includes establishing new norms, procedures, or narratives that support the integrated system or cohesive community. In an artistic   project, refreezing might involve establishing a coherent narrative framework or thematic guidelines to ensure future works avoid becoming fragmented, maintaining the integrity and impact of new art pieces.

Lewin's model emphasizes the continuous nature of change and the need to address underlying structures and attitudes, which is essential when dealing with fragmentation across various domains. By applying this change model, organizations and individuals can systematically tackle fragmentation, aligning resources and actions for improved outcomes.

While Lewin's model didn't come with specific instruction for intelligent use, applying it wisely requires certain considerations. First, context awareness, recognizing the unique aspects of the situation. Different organizations or scenarios may require tailored approaches to each stage of the model, taking into account cultural, structural, and human factors. [*Reference:* Burnes, B. (2004). Kurt Lewin and the Planned approach to Change: A Re-Appraisal. *Journal of Management Studies.* Burnes discusses the broader context in which Lewin's models can be applied and emphasizes the importance of understanding the organizational environment.]

Second, stakeholder engagement. Involving all relevant parties in the unfreezing stage can help ensure that the need for change is understood and that there is buy-in from those affected by the change. [*Reference:* Kotter, J. P. (1996). *Leading Change*. Boston, MA: Harvard Business Review Press. Kotter's book expands on the importance of creating a guiding coalition and engaging stakeholders during change processes.]

Third, communication. Throughout the change process, effective communication is key. Clearly articulating the reasons for change, the benefits, and the steps involved helps create synergy, building support and managing resistance. [*Reference:* Clampitt, P. G., DeKoch, R. J., & Cashman, T. (2000). A Strategy for Communicating About Uncertainty. *The Academy of Management Executive, 14*(4), 41-57. This paper focuses on the essential role of communication in managing change and uncertainty.]

Fourth, flexibility. While Lewin's model provides a structured approach, it's important to be flexible and adapt methods as needed in the changing stage. Being open to feedback and iterative adjustments can enhance the effectiveness of the change process. [*Reference:* Lewin, K. (1947). *Frontiers in Group Dynamics*. *Human Relations, 1*(1), 5–41. Lewin's foundational work on group dynamics explains the need for adaptability within change processes.]

Fifth, reinforcement, ensuring that new practices and behaviors are reinforced through policies, rewards, and cultural embedding to prevent reverting to old ways. This is the refreezing stage. [*Reference:* Schein, E. H. (2010). *Organizational Culture and Leadership*. San Francisco, CA: Jossey-Bass. Schein's work highlights how to effectively refreeze new behaviors and practices within an organization's culture.]

Overall, intelligent use of Lewin's model involves a thoughtful, context-sensitive application that considers the human elements of change—bringing those who the change affects into the strategy—and seeks to balance structure with adaptability.

At the same time Lewin's model was becoming popular, the idiomatic expression "don't throw the baby out with the bathwater" was catching attention, advising caution not to discard something valuable while disposing of something unwanted. It suggests that in the process of making necessary changes or discarding old, ineffective practices or items, one should be careful not to lose something worthwhile.

While the expression is often attributed to Abraham Lincoln—and it is possible that at some point he said it—the expression is believed to have originated from a German proverb, "das Kind mit dem Bade ausschütten," which in 1512 was used in a satire by Thomas Murner. The phrase was popularized in English primarily through translations and writings in the 19th century, capturing the idea in both literal and metaphorical contexts.

In the context of dealing with fragmentation and implementing change (such as through Lewin's Change Model), the phrase serves as a reminder to assess what aspects of the existing system, structure, or process are actually beneficial and worth preserving. While addressing issues of fragmentation—whether physical, digital, societal, or otherwise—it is crucial to ensure that valuable systems, practices, or relationships are not discarded in the pursuit of eliminating inefficiencies or improving effectiveness. This careful consideration helps maintain a balance, ensuring that valuable elements are integrated into new systems or practices.

In Historical Context

Historically, fragmentation has been as much a catalyst for change as it has been a force of disruption. To truly grasp the essence of fragmentation, we need to cast our gaze back through the annals of history, where the rhythm of breaking and mending has set the stage for the world we know today. From the crumbling relics of ancient empires to the scientific quests that spun whole

elements into atoms, fragmentation is woven into the fabric of our collective past.

Think of the mighty Roman Empire, a colossus of governance, culture, and infrastructure. At its zenith, Rome was a mosaic of cultures, languages, and traditions. The *Pax Romana*, a period of relative peace, enabled the empire's exponential growth. However, as it expanded, internal fractures began to appear. Political corruption, economic instability, and overreliance on slave labor strained the empires fabric, sowing the seeds of its own fragmentation—stretching its resources, diversifying its populace, and eventually crumbling into a patchwork quilt of kingdoms and territories. This disintegration, however, was not an end; it was a transition. The fragments of Rome gave rise to new languages, customs, and nations, each inheriting a piece of that ancient civilization yet evolving into something distinct and new.

Similarly, the Han Dynasty in China experienced fragmentation after years of centralized power. Following internal strife, natural disasters, and economic struggles, the empire broke into the Three Kingdoms Period, characterized by constant warfare and cultural flourishing. This fragmentation stimulated advancements in technology, philosophy, and art—laying the groundwork for future reunification under later dynasties

The fragmentation theme persisted beyond ancient times, significantly impacting the formation of modern nation-states and political entities. For example, the Holy Roman Empire's gradual fragmentation due to religious conflicts, such as the Protestant Reformation, and political infighting among principalities, paved the way for the rise of modern European states. The Peace of Westphalia, which ended the Thirty Years' War, institutionalized the concept of national sovereignty, leading to a fragmented but more structured political map of Europe.

The exploration and subsequent colonization of new lands resulted in cultural fragmentation. European powers carved up continents, often disregarding existing social and ethnic compositions. This led to a fragmented world, with colonies adopting and adapting European ways while retaining their cultural identities, fostering a rich, albeit complex, creolized global culture.

The Industrial Revolution and the modern era have also been marked by significant fragmentation, manifesting through rapid technological, social, and geopolitical changes. For example, the fragmentation caused by the World Wars redrew borders and shifted global power balances. The breakup of empires post-World War I, such as the Austro-Hungarian and Ottoman empires, and the geopolitical shifts post-World War II, including the Cold War

tensions, illustrate how conflict-driven fragmentation reshapes global dynamics.

In the 1980's the U.S. government was significantly influenced by a broader global trend toward efficiency and productivity enhancement, often referred to as "New Public Management" (NPM). This approach sought to apply private sector management techniques to public sector organizations, aiming to improve efficiency, effectiveness, and accountability in government operations.

Key characteristics and initiatives include deregulation, privatization, budget cuts and fiscal conservatism, management reforms, and technology and innovation. Under President Ronald Reagan's administration, there was a strong push for deregulation. The aim was to reduce the burden of government regulations on businesses, which was believed to stifle innovation and economic growth. Deregulation aimed to make both the economy and public sector more efficient by streamlining processes and reducing bureaucratic red tape. One of the coauthors has a piece of that "red tape" embedded in plastic that was awarded for her efforts in this movement.

As introduced above, the 1980s saw a trend toward privatizing certain government services. This was based on the belief that private companies could deliver services more efficiently than government agencies. Privatization initiatives included areas like waste management, transportation, and even some military functions. There was a strong emphasis on reducing government spending and cutting budgets to decrease the national deficit. This was partly driven by an ideology favoring smaller government and more efficient use of taxpayer money.

The government began adopting management practices from the private sector, including performance measurement and management by objectives. The idea was to foster a results-oriented culture within government agencies, focusing on outcomes and effectiveness. The adoption of new technologies was encouraged to improve efficiency within governmental operations. This aligned with the broader technological revolution taking place during this period, which saw the introduction and growing significance of computers and information systems.

On the positive side of the efficiency push, proponents have argued that these measures helped streamline government operations, reduced costs, and allowed for more innovation and responsiveness to public needs. On the negative side, critics of the efficiency drive have pointed out that certain essential services suffered from reduced funding and attention, potentially affecting service quality. Moreover the focus on efficiency sometimes led to

trade-offs affecting effectiveness to include equity and access to public services. Let's explore that a bit deeper.

The Efficiency vs. Effectiveness Dilemma

The pursuit of efficiency within government operations in the U.S., particularly during the 1980s and continuing into subsequent decades, eventually highlighted several issues and limitations, prompting a reevaluation of efficiency-centric approaches. Here are some key discoveries and insights that emerged:

1. **Quality versus Efficiency**. An intense focus on efficiency led to a decline in the quality of services. By cutting costs and streamlining operations, some government functions suffered from reduced service levels, impacting citizens' satisfaction and trust in public institutions. An example is the Veterans Health Administration (VHA) scandal occurring in 2014. The VHA faced criticism for long wait times and inadequate care partly due to policies emphasizing efficiency and meeting performance metrics over patient care quality. *Reference:* Matthews, M. (2014, May 29). Why the VA's Imperfect Efficiency Fix Is My Favorite Newsweek Story of the Week. *Newsweek.*

   Fragmentation in service delivery systems, such as in healthcare or veteran services, can lead to a disconnect between different parts of the organization. This can result in a focus on efficiency metrics at the expense of service quality, as valuable information or processes become siloed and disjointed. In the VHA scandal, fragmented communication and processes likely contributed to diminished care quality, as parts of the system failed to work together cohesively.

2. **Unintended Consequences**. Efficiency drives, such as deregulation and privatization, occasionally resulted in unforeseen negative outcomes. For example, deregulating industries without sufficient oversight contributed to issues like environmental degradation or financial instability, evidenced by crises. For example, the Savings and Loan crisis of the late 1980s. Deregulation aimed at increasing financial sector efficiency inadvertently led to risky lending practices, contributing to the failure of numerous savings and loan institutions. *Reference:* Barth, J. R. (1991). *The Great Savings and Loan Debacle*. Washington, D.C.: American Enterprise Institute for Public Policy Research.

   Systemic fragmentation can obscure the broader implications of policy changes, leading to unintended consequences. When systems are not integrated, decision-makers might lack a comprehensive view of

potential risks. The deregulation that contributed to the Savings and Loan Crisis reflects a fragmented approach to financial oversight, where individual policies did not account for their cumulative impact on the financial system.

3. **Equity Concerns**. Efforts to enhance efficiency often neglected considerations of equity and fairness. Policies that prioritized cost-saving measures sometimes disproportionately affected vulnerable populations, leading to increased inequality in access to essential services. An example is Welfare Reform under the Personal Responsibility and Work Opportunity Reconciliation Act (1996). Aimed at increasing efficiency by reducing government spending on welfare, this act raised concerns about reduced support for the poor and increased inequality. *Reference:* Weaver, K. (2000). Ending Welfare as We Know It. *Brookings Institution.*

Societal fragmentation can exacerbate inequities as different groups receive varying levels of attention and resources. Efficiency-driven reforms might overlook how fragmented access to resources adversely affects marginalized populations. Welfare reforms in the 1990s highlighted how fragmented policy implementation could deepen social divides, affecting different regions and communities unevenly.

4. **Loss of Public Sector Values.** The application of business-oriented principles to the public sector clashed with the primary mission of government agencies to serve the public good. This led to debates about the appropriateness of using private sector methods in public administration. An example is the privatization of prisons. The drive to run prisons more efficiently led to privatization, raising ethical concerns about profit motives overriding rehabilitative and humane treatment objectives. *Reference:* Selman, D., & Leighton, P. (2010). *Punishment for Sale: Private Prisons, Big Business, and the Incarceration Binge*. Lanham, MD: Rowman & Littlefield Publishers.

When privatization or efficiency measures lead to the fragmentation of values and objectives, the core public sector mission can be compromised. This division between profit goals and public service ethics can lead to ethical dilemmas. In privatized prisons, the fragmentation between economic and rehabilitative goals can result in neglect of public sector values focused on humane treatment and rehabilitation.

5. **Complexity of Public Problems.** Many public sector challenges are inherently complex and multifaceted, requiring solutions that prioritize effectiveness and adaptability over pure efficiency. This recognition led to the understanding that simplistic measures of efficiency could not

adequately capture the success of public policy. Consider the Hurricane Katrina Response in 2005. Emphasis on efficiency in emergency management led to inadequate preparation and response to Hurricane Katrina, illustrating the need for flexible and effective crisis management approaches. *Reference:* Dyson, M. E. (2006). *Come Hell or High Water: Hurricane Katrina and the Color of Disaster*. New York: Basic Books.

Fragmented emergency response systems can hinder effective management of complex public problems, as seen in natural disaster responses. Differences in agency communication and resource management can cause inefficiencies. The response to Hurricane Katrina illustrates how fragmentation among federal, state, and local agencies can delay or complicate effective crisis management.

6. **Sustainability.** Efficiency initiatives often prioritized short-term savings (with visibility) over long-term sustainability, leading to practices that were not environmentally or economically sustainable in the long run. The Flint Water Crisis of 2014 is an example. The decision to switch Flint's water supply to save money ignored long-term sustainability and public health impacts, leading to a major public health crisis and multiple and continuing deaths. *Reference:* Clark, A. (2016). How a Water Crisis in Flint, Michigan Became a Nationwide Scandal. *The Guardian*.

Fragmented decision-making can ignore long-term sustainability in favor of immediate efficiency gains. When departments or stakeholders are not aligned, holistic solutions that balance short-term efficiency with long-term viability may be overlooked. In the Flint water crisis, a fragmented approach to decision-making and oversight failed to address the long-term sustainability of water sourcing and infrastructure maintenance.

These realizations fostered a more balanced approach in public administration seeking to integrate efficiency with effectiveness, quality, and equity considerations. It also prompted a shift toward comprehensive assessments of public sector performance that included diverse metrics beyond just cost savings or output levels.

Ultimately, fragmentation proved a significant factor affecting both efficiency and effectiveness, particularly in contexts like business processes, technology systems, or even personal task management. It was discovered that fragmentation can lead to inefficiencies because it often involves a scattering of resources, efforts, or information. For example, in a business context, if different departments or teams are working in silos without proper communication or integration, it can result in duplicated efforts, wasted

resources, or inconsistent data usage. This inefficiency can cost time and money and can slow down operations.

It was also discovered that fragmentation can hinder the ability to achieve desired outcomes. When processes or systems are fragmented, there may be gaps or overlaps that prevent the smooth completion of tasks. For example, in a fragmented customer service experience where information isn't shared across channels, customers might receive inconsistent information, leading to dissatisfaction and a failure to meet service goals.

By reducing fragmentation, you can significantly enhance both efficiency and effectiveness. You ensure resources are used optimally, and tasks are aligned with and contribute directly to your goals.

Have We Learned from the Past?

Unfortunately, memory appears short. The current actions by the U.S. government, involving random cuts and reorganization aimed at efficiency, exhibit similarities to past efforts seen in the 1980s and beyond. Here are a few parallels that highlight these similarities:

1. **Focus on Cost-Cutting.** The pursuit of fiscal efficiency often involves budget cuts or reallocations that might overlook the broader impact on service quality and accessibility. This can lead to similar quality-versus-efficiency dilemmas, where the drive for short-term savings can undermine long-term effectiveness.

2. **Unintended Consequences.** Similar to the unintended consequences seen in past initiatives, current budget cuts and reorganizations can lead to disruptions in essential services. These actions risk overlooking complex interdependencies within systems, leading to gaps or inefficiencies that may not be immediately apparent.

3. **Equity Issues.** Efforts focused purely on efficiency exacerbate inequalities, much like previous reforms that did not adequately consider the diverse needs of different population segments. When cuts are applied uniformly or without nuanced understanding, vulnerable groups might face disproportionate impacts.

4. **Loss of Mission Focus.** As in previous periods, there's a risk that overemphasizing efficiency in public sector management can lead to a divergence from foundational public service values. This can result in a fragmented focus where economic considerations overshadow the core mission of serving the public good.

5. **Fragmented Decision-Making.** Current reorganizations can suffer from the same fragmented approach that complicates effective governance seen in past crises like Hurricane Katrina. Without coordinated efforts and clear communication across different government levels, these changes might hinder rather than help efficiency.

6. **Sustainability Concerns.** Like in the Flint water crisis, efficiency-driven decisions today might prioritize short-term gains over long-term sustainability, potentially leading to unsustainable practices that could escalate costs or risks over time.

It's important for contemporary reforms to prioritize comprehensive evaluations that address both efficiency and the nuanced, multifaceted impacts of such changes. Integrated solutions that consider systemic interconnections and stakeholder needs can help avoid past pitfalls. The repetition of past strategies in government attempts to improve efficiency, despite encountering known pitfalls, appears to revolve around several complex factors.

First, **short-term focus**. There is often a strong emphasis on achieving immediate results, particularly in political cycles where stakeholders seek quick wins to demonstrate progress or fiscal responsibility. This can overshadow long-term strategic thinking that might better prevent repeated mistakes.

Second, **changing leadership and priorities**. Government leadership and priorities can change frequently with elections and policy shifts, leading to inconsistent application of lessons learned. New leaders may prioritize different aspects of governance, not always aligning with past insights.

Third, **structural challenges**. Overcoming entrenched bureaucratic processes and structural inertia can be difficult. Large systems often have complex interdependencies that resist change, making it challenging to sustainably implement lessons from past experiences.

Fourth, **economic and political pressures**. Economic downturns or shifts, as well as political agendas, can drive efficiency initiatives without a comprehensive evaluation of potential impacts. The pressure to reduce public spending or implement new reforms quickly can sideline deeper analysis.

Fifth, **knowledge transfer and institutional memory**. Organizations sometimes struggle with knowledge transfer and maintaining institutional memory, leading to a loss of valuable insights over time. Personnel turnover and lack of continuity in leadership can result in forgotten lessons. This is prevalent concurrent with the mass exodus underway in the U.S. government from reorganizations, resignations and firings.

Sixth, **overconfidence in new methods**. There can be an overreliance on new technologies or management approaches presumed to solve past problems, without fully understanding or addressing the reasons why previous efforts failed.

Seventh, **balancing complexity**. Addressing complex societal needs and systems is inherently challenging, and efforts to balance efficiency with other values such as equity and quality require nuanced approaches that can be difficult to execute.

Recognizing these pitfalls and fostering a culture of learning within government institutions can aid in developing more resilient and adaptive strategies that leverage past lessons effectively. In a democracy, government exists to serve the people, and unlike privately owned organizations that might prioritize efficiency or economic gain over purpose, public institutions must uphold their mission to benefit society first and foremost.

As we traverse the timeline of human history, we notice a recurring theme: fragmentation has been a process of deconstruction and reconstruction. It is through these cycles that societies, cultures, and individuals evolve, weaving new narratives from the threads of the old. Perhaps history offers us a roadmap, reminding us that the fragmented state of our world is neither unprecedented nor insurmountable. Instead, it is an opportunity to learn, adapt, and create anew.

With this promise of transformation, the chapters that follow will provide detailed examples of fragmentation underway in today's world, exploring the various types of fragmentation in the physical, holistic human, digital, narrative/art, and societal domains. We also explore the interplay among these fragmentations, recognizing that *fragmentation begets fragmentation*, as we slowly unravel how embracing fragmentation can lead to unexpected alignments, moving us toward yet-undiscovered futures.

FULL BOOK in Paperback (B&W) OR Hardback (Color) available from Amazon.

About the Author

Alex Bennet is a Professor, Innovation and Knowledge Institute Southeast Asia (IKI-SEA), Bangkok University, and the Director of the Mountain Quest Institute, a research and retreat center located in the Allegheny Mountains of West Virginia. Through three quests—the quests for knowledge, consciousness and meaning—the Institute is dedicated to helping individuals achieve personal and professional growth, and organizations create and sustain high performance in a rapidly changing, uncertain, and increasingly complex world. Alex is the former Chief Knowledge Officer and Deputy CIO for Enterprise Integration of the U.S. Department of the Navy, having previously served as Acquisition Reform Executive and Standards Improvement Executive, and is recipient of the Distinguished Public Service Award, the highest civilian honor from the Secretary of the Navy. She has published hundreds of papers and journal articles, and authored, co-authored or edited over 40 books, primarily with her life partner, Dr. David Bennet, a nuclear physicist and neuroscientist, who recently transitioned. Together, the Drs. Bennet have spoken and taught around the world. In addition to the publications called out at the end of this book, publications emerging this year include *University of the Universe*, *C&C Thinking: Becoming Whole* (creative and critical thinking), *Contiguity: Entangled Living and Learning*, and *fRAGmentation: e Pluribus Unum*. Alex believes in the multidimensionality and interconnectedness of humanity as we move out of infancy into full consciousness. Contact her at alex@mountainquestinstitute.com

The Mountain Quest Research Center located in the Allegheny Mountains of West Virginia is a research, retreat, and learning center dedicated to helping individuals achieve personal and professional growth, and organizations create and sustain high performance in a rapidly changing, uncertain, and increasingly complex world. MQI has three quests: the Quest for Knowledge, the Quest for Consciousness, and the Quest for Meaning. MQI is scientific, humanistic, and spiritual and finds no contradiction in this blend.

Whole Thought:
The Rise of Human Intelligence (2024)

Alex Bennet and Robert Turner with Foreword by David Bennet

In tracing the arc of human progress, one can discern an underlying pattern steering the course of our intellectual evolution—a gradual but persistent gravitation towards what is now identified as Whole Thought. This paradigm does not represent a mere milestone, but rather signifies a shift, a transformation in the fabric of cognition brought into relief by the cumulative ascent of human intelligence.
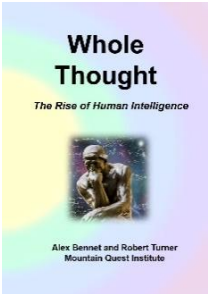
The journey through the landscape of Whole Thought reveals an integrative approach to cognition that is as timely as it is timeless. It beckons us to rethink how we perceive, learn, and engage with the world and each other. Whole Thought is more than a theoretical concept; it is a call to action—a framework for living, learning, and leading in a manner that is reflective, inclusive, and deeply interconnected.


TRIBUTE

Deep appreciation for the life of

David Hughes Bennet

1934 – 2025

Author, Friend, Infinite Learner

Our capacity for knowledge is not a fixed quantity but a horizon ever-expanding. It is the reservoir from which we draw strength, the lens through which we view possibility, and the compass by which we navigate the future. It is the creation of the rise of human intelligence.
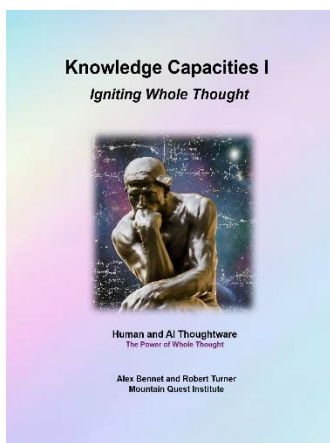
Knowledge Capacities: Igniting Whole Thought— offering 40 Knowledge Capacities in support of Whole Thought, is open source and downloadable as a PDF from www.ResearchGate.edu , www.mountainquestinn.com (scroll to the bottom of the first page) and www.mqresearchcenter.com In cooperation with ROM Knowledge Management and for ease of copying and sharing, the Knowledge Capacities in the entire Whole Thought set are individually provided at www.kmrom.com/knowledge-capacities for download. By way of extension, Whole Thought and Knowledge Capacities are introductions to the new body of Human and AI Thoughtware.
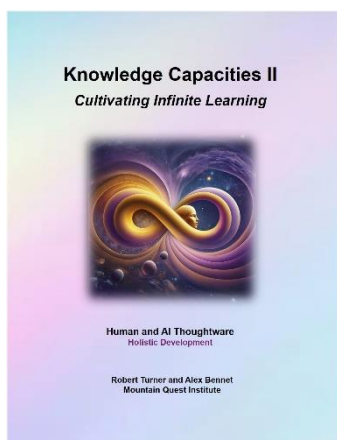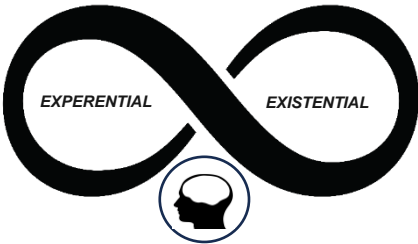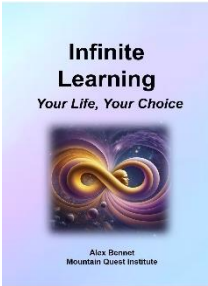
Knowledge Capacities II: Cultivating Infinite Learning—offering 24 additional Knowledge Capacities in support of Whole Thought and cultivating infinite learning.

In today's dynamic and rapidly evolving environment, fostering capacity has become increasingly essential. Capacity refers to the broad potential or inherent ability of individuals and organizations to learn, adapt, and grow over time. It encompasses the fundamental ways of thinking, being, and acting that allow one to effectively engage with dynamic and complex environments. The broad and adaptive nature of capacities provides a robust foundation for continuous evolution and success.

Infinite Learning: Your Life, Your Choice (2025)
by Alex Bennet with Foreword by Vincent Ribiére

Infinite learning is the pulse of human existence, the essence that breathes life into our quest for understanding, innovation, and growth. Embracing infinite learning in pursuit of Whole Thought ensures that we do not merely exist but truly live, constantly expanding our horizons and discovering new potentials. *Living is learning; learning is living.*

EXPERENTIAL   EXISTENTIAL

Human and AI Thoughtware

Unleashing the Human Mind
A Consilience Approach to Managing Self

Whole Thought
The Rise of Human Intelligence

Infinite Learning
Your Life, Your Choice

Knowledge Capacities I
Igniting Whole Thought

### *Knowledge Capacities II*
Cultivating Infinite Learning

Reblooming the Knowledge Movement
The Democratization of Organizations`

C&C Thinking: Becoming Whole (2025)
Critical and Creative

Alex Bennet and Robert Turner
with Foreword by Moria Levy

In an era marked by rapid technological advancement and constant change, the ability to think critically and creatively is more crucial than ever. As we look toward the future, it becomes evident that the traditional reliance on past patterns to predict and plan for what lies ahead is insufficient.
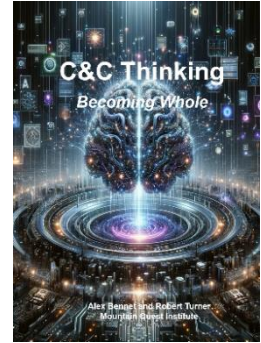
Contiguity: Entangled Living and Learning (2025)

Alex Bennet with Foreword by Chulatep Senivongse

Learning and living are contiguous experiences, with mind creating the subjective relationships that create the temporal and spatial relationships in our stories and memories. Our thoughts, sensations, and perceptions form the connected and cohesive experience of the contiguous mind. Embrace the entangled dance of living and learning, and discover the profound connections that define our shared existence.
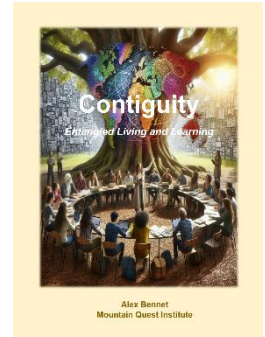
fRAGmented: e Pluribus Unum (2025)

Alex Bennet

This is our world, a tapestry woven with threads of diversity and division. As we journey in this book through the complexities of our world, we critically explore fragmentation in the physical, holistic human, digital, narrative/art, and societal domains, and delve into the societal political fragmentation occurring today.

Recent Offerings from MQIPress

Reblooming the Knowledge Movement: The Democratization of Organizations (2023)

Alex Bennet and Robert Turner with Foreword by Rory Chase and chapters contributed by Francisco Javier Carrillo, Mark Boyes, Florin Gaiseanu, Chulatep Senivongse, and Milton de Sousa

Reblooming unfolds on millennia of human challenges and advances. Now, at every level and at every reach across organizations, networks, and nations there is a new coalescing of democratization, intelligent learning, and capacity for surmounting complexity. With freedom of thought, freedom of expression, and freedom of association, ideas beget ideas. The emergent result is the rich globalization of knowledge and its close companion, innovation.
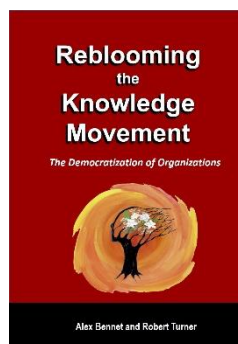
*INside INnovation: Looking from the Inside Out (*2023)

Dr. Alex Bennet and Dr. Rajat Bais (Eds.) with Prologue by Dr. Leif Edvinsson and Foreword by Dr. Massimo Pregnolato

In addition to a collection of insightful innovation case studies, this book offers an unusual look at creativity and innovation from the inside out. Three innovators – a scientist, an organizational guru, and an artist – share the personal passions that have driven their success. "And, then, looking from the inside out, readers are provided the opportunity to evaluate their own organizations against the Most Innovative Knowledge Organization (MIKE) international study program and awards criteria, thus engaging their own innovative juices."

Unleashing the Human Mind: A Consilience Approach to Managing Self (2022)

David Bennet, Alex Bennet, Robert Turner
with Foreword by Florin Gaiseanu

What does it mean to be human? Increasingly, we recognize that we are infinitely complex beings with immense emotional and spiritual, physical and mental capacities. Presiding over these human systems, our brain is a fully integrated, biological, and extraordinary organ that is preeminent in the known Universe. Its time has come. This book is grounded in the Intelligent Complex Adaptive Learning System (ICALS) theory based on over a decade of researching experiential learning through the expanding lens of neuroscience.
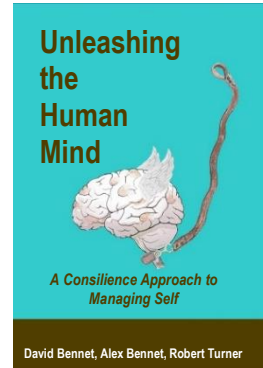
Review Bites from Around the World:

Once in a while, I am exposed to a work so profound that it literally causes a massive shift in my own thinking and beliefs ... I found myself riveted to each paragraph as I embarked on a journey that vastly deepened my understanding of the learning process.

-Duane Nickull, Author, Technologist, and Seeker of Higher Truth, Canada

Every now and then a book comes along that compels your spirit. In these times of uncertainty and even great danger for humanity, this book reminds us of what it means to be human, our infinite potential and innate ability to learn and to love.

-Dr. Milton deSousa, Associate Professor, Nova School of Business and Economics, Portugal

Very few people have the gift to integrate such complex ideas, especially those about learning ... this work can be likened to the Webb Telescope, which gives us more clarity into our mysteries.

-Michael Stankosky, DSc, Author, Philosopher, Professor, Editor-Emeritus, Member of the Academy of Scholars, USA

And the *Unleashing Field Guide: An OrgZoo Quest*

Alex Bennet, Robert Turner, Arthur Shelley, Jane Turner and Mark Boyes (Illustrator) (2022)

Arthur Shelley's beloved OrgZoo critters – the voices in our heads – join us in a learning quest up the mountain to unleash the human mind.
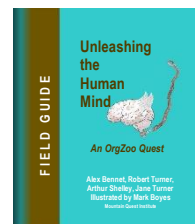
Innovative Creativity: Creating with Innovation in Mind **(2024)**

Alex Bennet and Arthur Shelley with Charles Dhewa

Foreword by Robert Turner

More than ever, how do we release the Genie from the lamp? How do we tap the next level of creativity and innovation that we need here on Planet Earth? This groundbreaking work beckons us to deepen our innate creativity capacities in a new and expansive way to summon the genius within each of us.
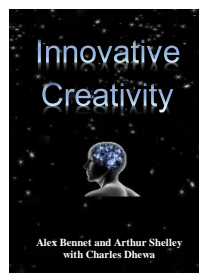
Additional titles from MQIPress:

The Profundity and Bifurcation of Change: Parts I – V (2017; 2020)
Possibilities that are YOU! (a 22-volume conscious look book series) (2018)
The QUEST: Where the Mountains Meet the Library (2021)
Remembrance: Pathways to Expanded Learning (2020)
The Course of Knowledge: A 21st Century Theory (2015)
Decision-Making in The New Reality: Complexity, innovati (2013)
Expanding the Self: The Intelligent Complex Adaptive Learning System (2015)
Leading with the Future in Mind: Knowledge and Emergent Leadership (2015)
With Passion, We Live and Love: Research, Prose, Verse and Music (2021)
Playing in the Mind Field: Volume 1: Life in the Field (2023)