



**Introductory Article**

**Right Brain Aerobics™**

For Business & Career Development

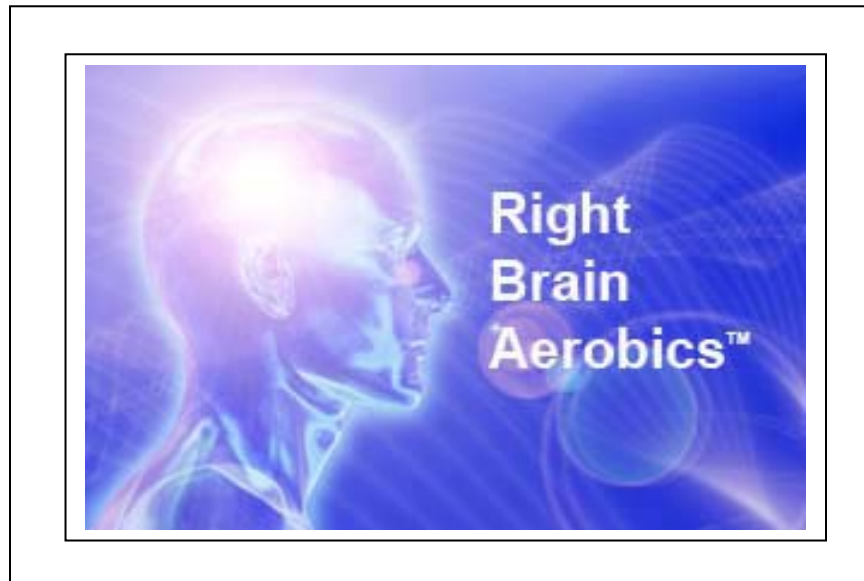
Excerpted from:

***Introduction to  
Right Brain Aerobics:***

***“The Coming Age  
of the Right Brain”***

**By Sandra H. Rodman**

**Parallel Universe Programs for Business and Personal Transformation**



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For Business & Career Development

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## ***Introduction to Right Brain Aerobics:***

### ***“The Coming Age of the Right Brain”***

**By Sandra H. Rodman**

**Parallel Universe ▲ Kirkland, Washington**

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**Right Brain Aerobics™:**

ISBN 13: 978-0-9816405-2-5

ISBN 10: 0-9816405-2-4

Published by:

*Parallel Universe*

5400 Carillon Point  
Kirkland, WA 98033  
425-214-2926

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# Right Brain Aerobics™

Excerpted from:  
Introduction to the Right Brain Aerobics Training Manual

Article: “The Coming Age of the Right Brain”

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End of Article

## **Preface: Right Brain Lineage Past and Future Legacies**

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**“The power of imagination makes us  
infinite.”**

**-- John Muir**

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## Preface: Right Brain Lineage... Past and Future Legacies

Tomorrow...

**Something new is happening...** Every day, from math and science to business and education, we are seeing movement in unexpected directions – reaching toward the non-linear, the visionary, reaching out of bounds for creative, intuitive insight long ago left behind for more **formulaic** approaches to technology, science, and business. It sounds heretical. But it is emerging at the periphery -- calls for inspiration, for vision, for “quantum leaps” in response to our new moment in time... If you are looking at this, you are already curious about the vanguard positions.



Source: Mark Evans

Why Right Brain Aerobics™, why now? A quote from an article by Gregory Chaitin in *New Scientist*, a UK science journal, July 2007, carries a call for the re-entry of creativity, imagination, and unorthodox paradigms to rescue as classical a field as mathematics. He is noted as a U.S. specialist in algorithmic information theory, IBM Thomas J. Watson Research Center.

“As William Byers points out in this courageous book [*Less Proof, More Truth*], mathematics today is obsessed with rigour, and this suppresses creativity.” ...

“Twentieth century mathematics decided to eschew words, ideas, diagrams, examples, explanations and applications in favor of formulae. ... But this, in Byers’ description, is also rigour mortis. It is not creative, it leads nowhere. Not surprisingly, fewer and fewer students are now attracted to mathematics. The subject is quietly dying.” ...

“It is time to free mathematical creativity from this prison. We need a radically new mathematics for our postmodern era... ... As he correctly points out, our view of maths spills over into our view of *ourselves*. To paraphrase his dramatic final chapter: **If mathematicians think they are machines, they will behave like machines...**”

“We have computers now, so we don’t need to have people imitating machines. The 21<sup>st</sup> century is beginning time to throw off our chains and unleash the power of our imagination and creativity. We should be as unlike machines as possible. Bravo, Professor Byers, and my compliments to Princeton University Press for publishing this book. Can this mean that the tide is turning?” [Emphasis added]

Right Brain Aerobics™ is about the turning tide -- and developing a new mind ready to claim the shores.

## Who Are We? The Ancient – and Future Right Brain Lineage

"People like us, who believe in physics, know that the distinction between past, present, and future, is only a stubbornly persistent illusion."  
-- Albert Einstein

Right brain creativity and practices are ancient, thousands of years in concert with linear, left brain constructions. The meditations, the expanded sensory and supersensory awareness, the intuition of inspired thinkers in cosmology and astronomy, philosophy and religion, the singing and performing of music still played centuries later, the drawing and painting that still touches us, the dancing which binds imagination to our bodies as we have created amazing inventions for science and business, strategies for life, love, and battle -- out of thin air. These practices and their artistry are among the most moving legacies of all human beings who have preceded us on the planet. A drawing, a poem, a book from thousands of years ago can still haunt or mobilize us.

When we view or practice the arts of past civilizations, we feel *connected* and in our most inspirational moments, suddenly sensing that we have ***become part of something vast and miraculous and have contributed to it.*** It is a heritage of hundreds of thousands of years of *creating*, leaving behind the records and dreams of a very special life form. All of the artistry, the soaring heartbeats, the brilliance and innovation of every being past have led to the beings of today. Their genius and dance of life is available to each of us at the most subtle levels, perhaps embedded in subtler DNA, in the lineage of cellular structure and yet unmapped morphic memory -- the ability to contemplate and create a remarkable lifescape, remarkable workscape, indelible passion.

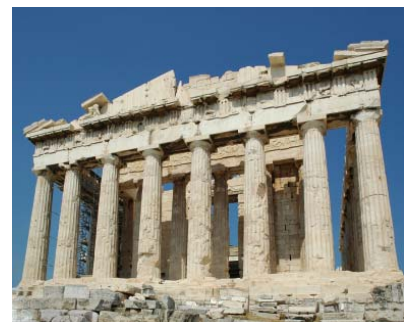
Right Brain Aerobics™ grew from a desire to create a larger *humanscape*<sup>1</sup> in which we have greater conscious awareness, conceiving far into the past and far into the future – a sudden realization that our life is indeed laudable and transporting, our work indeed ingenious, our passions heroic. And historic. For we will become the ancient beings who will be remembered in the future through that which we create and dream in our work today – and those who live thousands of years hence will see what we have left behind as a heritage, will see the creative evidence



© Anthony Brown



Source: iStock Photo



© Blaz Kure

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of our existence and our courage. ***We will have become the ancients -- those who first travelled to other worlds. That is us already.***

It is only when we think of ourselves as less than that, when we temporarily lose touch with a boundaryless heritage and our part in it, that we become discouraged or angry, forcing life and work into artificial boundaries and frustrations – for this is not who we really are. It is time to *rethink ourselves*, as individuals and as organizations, with a “long view.”

I spent decades in many fields of business, technology, education, health, creative arts, meditative and intuitive arts, not as an intentional path – it was simply the quilt of life, as you have created your own mosaics. I drew these together in my mind to make a contribution to spur on your creative worlds and minds -- which are full of a future benevolent to the children of today; and we have only begun to create it. I have met extraordinary people on this journey and never once believed that the most mundane task or workday, the most difficult conversations with teammates or competitors, the most challenging answers and unsatisfied questions – were anything less than a remarkable university and product of life that led to fantastic lessons, far greater than we could have imagined.

I know without question that we can create completely new spaces, new industries, new arts, and unprecedented results beyond our wilder imaginations. I know that a new environment, a new product, a new day, a new society through one team's efforts in one company can change landscapes beyond anything dreamed; and I have seen it in those who make new commitments every day to carry on human heritage in completely new ways. I know there is no boundary of any kind – indeed, what I'm finding as the journey of Right Brain Aerobics™ expands is an amazing and startling mind resident and ready in every individual, capable of spectacular leaps in thought and intuition – of genius that we have simply to affirm and activate.

I am amazed by what I have experienced, the extraordinary character, contribution, and creativity of people who went to work each day with a lot of heart and performed miracles, performed the impossible – sometimes just getting through the day was a miracle. I had extraordinary teachers quietly living their days of service. But sometimes it was just a person working next to me through the day creating some little thing in the moment, full of uncharted passions, something beautiful, something impossible, *and yet it was done*. That was the most important teacher.

I am so excited in anticipation of your creations and the teachings that come from your unfolding wings.

Sandra Hudlow Rodman  
Redmond, Washington

# **Introduction Right Brain Aerobics™:**

## **The Coming Age of the Right Brain**

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**"Launching a breakthrough idea is like shooting skeet. People's needs change, so you must aim well ahead of the target to hit it."**

**-- Raymond Kurzweil**

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# Introducing Right Brain Aerobics™:

## The Coming Age of the Right Brain

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### Why Develop “The Right Stuff” – the other 90% of the Brain?

▲ **Unpredictable opportunities...** As business environments and markets change more rapidly, opportunities become more *unpredictable* – thus opening wider the playing field. Opportunities are for the first time truly global -- or perhaps *beyond global*, stretching into nanotechnologies, artificial intelligence, agent-based software, space colonization, retrocausality, quantum computing, intuitive business consciousness, non-local morphogenetic resonance fields<sup>2</sup>... These are not times for the unadventurous. More courage – and more heart, are likely to be required. New territory in linear landscapes.



Source: iSockPhoto.com

▲ **One Track Mind: The Left Brain...** Because we have singularly developed the left brain for centuries doesn't mean that we can't rise to new occasions. At a time when greater brain power, creativity, and intuition are required – it is *helpful* that we are using only a portion of the brain. **We have something more to develop.** Just as we have become excruciatingly rigid, inflexible, and linear – we are wishing for greater flexibility, to go beyond our limits – because we can see a panorama of unfamiliar opportunity that is simply unprecedented. We want to take to it. There was never a time when we could benefit more from newly transformed right brain creativity:

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There was never a time when we could benefit more from developing  
“The *Right Stuff*...”

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- ▲ **Evidence that Right Brain Creativity Has Declined Just When We Need It Most.** This obscure and intriguing article indicates empirical data, published by IEEE (Institute of Electronics and Electrical Engineers) in the Proceedings of the Seventh International Conference on Information Visualization, 2003, “*Creative performance: does the computer retard artistic development?*,” T. Kipp. (See Appendix References)
- “Over the last decade, there have been several debates concerning the dominance of technology in academic disciplines such as fine arts and graphic design. Advanced imaging devices, such as fMRI and PET scans, have provided researchers with visual information in the field of brain science that may settle these debates. We outline a research study conducted among undergraduate art students to investigate the level of visual perception and creative development. The purpose is to gather basic information that would merit further scientific investigation. Among the groups studied, the research concluded that artistic traits such as visual memory, perception and a critical eye for detail declined 80% as compared to research studies conducted in 1944. We present scientific research in the field of cognition and brain science, suggesting dominant use of technology in the arts retards intellectual and perceptual-motor skills.” [Emphasis added]
- ▲ **Food for thought: What if right brain skills had been elevated 80% compared to 1944 research, instead of declining by 80%? Who might we be and what might we have created? What would the planet be like? But we are in the same position of choice today: What if by 2100 we elevate right brain abilities simultaneously with left brain, and more thoughtful technology enhances human and terrestrial transformation? What will 2100 look like? What will *perception* be like?**
- Are we destined to become mere computers in a “singularity” as some hypothesize [see Appendix Reference, *The Singularity Is Near*, Raymond Kurzweil, 2005], in which machine intelligence exceeds human intelligence and human biology -- and the human/brain is replaced by computers? Or as Gregory Chaitin put it, should we, especially now, strive simultaneously to “unleash the power of our imagination and creativity” and “**be as unlike machines as possible**” (non-linear) – letting computers handle the linear transactions? How much does what we do *matter*?
  - From a right brain perspective might we want to know: What does *that* opportunity look like? If we haven’t been engaging 90% of our brain, **and no science has claimed to understand consciousness unequivocally** since the first experiments in quantum physics indicated that consciousness is part of the transaction: Is this a new frontier we can *afford* to miss?
  - From a right brain perspective might we want to know: What is an organization in which the greater focus is on the *least* creative projects and thought? **Comparably, what is an organization in which the greatest focus is on the *most* creative projects and thought?** Is there more at stake than a quarter’s bottom line? What about the next decade’s bottom line? What about the next century’s bottom line? Who’s going to own that? Will it even be *owned*? What are we creating together on this planet?
  - From a right brain perspective might we want to know: Is the greatest supercomputer of all time sitting down the hall? Or sitting in your chair?... ☺

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**Is the greatest supercomputer of all time sitting down the hall?  
Or sitting in your chair?**

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- ▲ **Beyond Imagination and “Quantum Leaps”... Integrity and Creativity...** If we know that we require *brand new* solutions, how do we respond? Ironically, we’ve severely cut right brain development, eschewing creativity, cutting inspired thinking and products in favor of tiny moving fractions of statistically measurable financial transactions or reduction of errors in a process – a process that we may not *even need*. When do we contemplate: Is this the *right* thing to do? Where is all this taking us? Before we spend or burn out resources to shave fractions of minutes or cents (sense?) off its procedures. Is there a completely different idea that we cut out of last year’s budget hat contained a transforming concept? Are we doing business in the kind of creative environment that values integrity, with less intense pressure on digits and digital results than human results? **How expensive *is* lack of creativity, lack of passion? Can a line-drive to coerce work results lead to a break down in human values and then integrity?** Are our security-driven, fear-based linear regulations making the workplace more sane and productive? Or less? What is the real cost? Have they made any difference at all? What is the context *we do not yet see or intuit?* How well are we anticipating the future consequences of pressure – of present losses in insight?
- **The Irony in an Investment-Driven World** is that *the very excitement and creativity in a company that drew the investment in the first place and might make it sustainable over long periods, is the first thing we may cut!*

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**Every dollar earned from building creative new revenue is worth exponentially more than every dollar earned by cutting creativity in any organization.**

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It’s just human nature – we like to *build* things; this is what excites us. And when we’re excited, get out of our way. ***We redefine productivity. We redefine worth.***

- **What We Focus on, What We Shred...** Unfortunately, our work overload, our abstracted information-glutted bottom line drive is often so severe that not only do we tend to become physically ill from it, it is also more likely in our overcommitted rushing that we have shredded “quantum leaps” in thinking that could have shot us light years ahead – because we were half-seeing in the midst of pressing, narrow quarterly business and institutional imperatives; *and we didn’t think we had another alternative.*

- 
- This is not because we haven't been good, efficient managers. We have.
  - *But is it possible that we have cut off creative productivity and profitability at the knees while we were busy focusing on small, statistically tiny steps of efficiency, cutting so few dollars that the only recourse is to cut again and again, unaccompanied by any new growth?*
  - Is exciting human productivity really unleashed by tiny steps of efficiency? Does creativity burn up the highway and multiply revenue exponentially because we cut back that last creative idea? Are bursts of inspiration bringing in new clients because we shaved a fraction of a day off the time of execution? What is *the heart* of our focus? How big is our focus? What is the right brain *for, after all?* **What are the legacies that we remember forever? Is it in the right brain that we perceive them? And conceive them?**
  - Which are the companies and individuals whose lives have taken on new drive that does *not* burn us out but builds us up? From which our families *benefit?* Where is that call to action, and is its secret perhaps buried in “the other 90% of the brain” where we have yet to comfortably reside? **Is it possible that the greatest efficiency of all is completely unbridled creativity, unleashed productivity bubbling up from an idea whose time has come – through an unexpected side door...?**
  - When organizations and educational institutions cut the “creative” programs first, how does that look in terms of future global competition and personal well being? . What else of the human spirit is cut when we do this? When organizations and educational institutions build creativity and inspiration, how does this look in terms of future global competition and personal well being? What of the human spirit's productivity is spurred on when we do this?
- ▲ **Right Idea, Right Time, “Right Stuff”...** We are right, in a sense, that we “don't have time”; we don't have time *for problem solving in the usual way*. Change and challenge are too rapid now. And too volatile. Technology change (both the miracles and the crippling consequences) is not only fast but increasingly *beyond comprehension*. This implies the need for *super* creativity, *super* intuitive ability, *super* cognition – not more arrays of technology to increase the rigid lines of logic that can be processed, but *intuitive human thought synthesis*; the need to adapt with complete flexibility and brilliant leaps *in advance* of trends that can throw organizations into turmoil. As Ray Kurzweil points out, “...we must aim *well ahead of the target* to hit it.” We must activate the kind of mental perception that can **see well ahead of the target**; perhaps that is a possible *core value* for right brain development.
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**Target: Right Idea, Right Time, Right Stuff...**

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- ▲ **Super Right Brain Skills, Super Business Environments...** Development of super right brain skills for our purposes does not mean *abnormal* development but *normal* expansion of right brain creative-intuitive mental abilities through regular practice. Right Brain Aerobics™ is a training process for *practical personal and team/group exercises* -- to foster expanded awareness, the conscious seeking and leveraging of creative wisdom together beyond present limits; it seeks
- to provide evolving programs of right brain practice which are accessible and trainable, repeatable for all team members;
  - to provide standardized but adaptable right brain strategy grids usable across a whole organization;
  - to enhance the creation of new business development environments such that exceptional becomes *business as usual*.
- ▲ **We've never had more competitors – or are they all potential collaborators?** This isn't a value we yet see how to leverage. It's a new *environment*. We can be as creative with it as we like!
- In biological research, it is becoming clearer that it is *the environment in the petri dish* that determines much of cell development and growth – are organizational environments similar? (See Appendix References, Bruce Lipton, Ph.D., *The Biology of Belief* and Rupert Sheldrake, Ph.D., on *morphic resonance*.) How much more can business and institutional environments produce with super right brain skills development? Is it a business environment we have ever seen before? What will *competitors* look like with enhanced right brain skills? Are they adversaries -- or potential allies, partners -- and customers??
- ▲ **Executive ESP and Decision Making...** Organizations as well as individual leaders which develop expanded right brain capacities and new environments are more likely to redefine and perhaps own business/global advancement in this century. It appears that enhanced right brain intuitive acumen may translate into enhanced *decision-making acumen*. A study of intuitive abilities of the most successful business leaders became a book, *Executive ESP*, by Professors Douglas Dean and John Mihalasky after a 10-year study, reporting higher scores on precognition tests for the most successful managers; as reviewed by *Time* magazine in 1974:
- “Many an envious businessman has suspected that the more successful competitors are gifted with a sixth sense – an intuitive ability to foresee the future and make the tough, unexpected decisions that pay off handsomely. Now there is some evidence of a sort that suggests intuition really does pay off.” Quoted in *Conscious Universe*, Dean Radin, Ph.D., p. 200. (See Appendix References)
  - Can this be simply be *enhanced super right brain skills*?
- ▲ **The Hidden Cost of “Knee Jerk” Reactions and Rigidity...** Narrowly developed inflexibility of mind can have hidden costs, both for the individual and the organization. “Knee jerk” reactions, frustrated responses, loss in coherency in strategy development due to severe overwork can become “hard wired” – and alienate teams and clients. This is resulting in increased business liability. A

strong advantage in future global competition may be enhanced right brain development – **calm, contemplative judgment while simultaneously enhancing the ability to “turn on a dime,” shift gears overnight, envision with inspiration**, adapt more creatively than other companies, morph with unanticipated dexterity, transmuting “change” into confidence: *advantage squared*. The best chance of success will *favor the prepared mind*. *But what does that mind look like in the 21<sup>st</sup> century?*

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**The best chance of success will *favor the prepared mind*. *But what does that mind look like in the 21<sup>st</sup> century?***

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- ▲ **Repetitive Left Brain *Chronic Stress*...** Repetitive stress means *chronic* stress which can have serious long-term effect. We can feel “burned out” physically as well as mentally with focus on one kind of mental response – intense linear or left brain activity. **We try to “force” things to happen the hard way**, work more hours, work without a break, work with fewer resources, work without inspiration, work with less rest, less sleep. **This can unintentionally foster a *closed state of mind***, unreceptive, unexpansive, irritated, “at the edge.” No matter how hard we work, eventually this becomes counterproductive, jeopardizing health, immune system, total well being, and is a liability for companies.

With more practice, drawing upon meditative-intuitive-creative states of mind, we may more easily take a moment to “stop and think” about what we’re doing and the consequences. We can regularly take time to appreciate what we have, **to consider how to inspire a new generation, a new organization**. Interestingly, we can now see the effects of chronic stress on the brain – are organizations and performance immune?

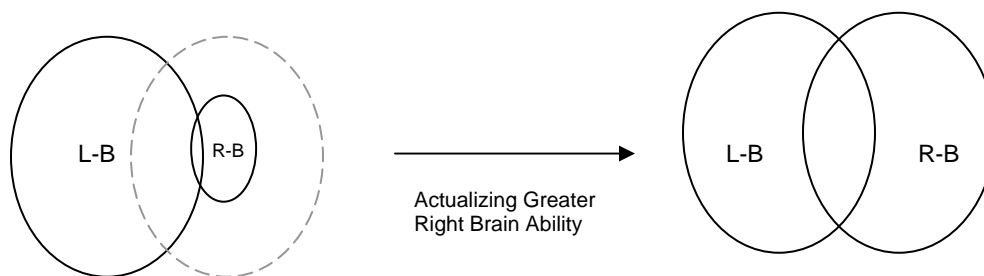
- In a 2005 study, University of Pennsylvania Medical research, in a novel application of fMRI (functional magnetic resonance imaging) shows “Stress in the Right Prefrontal Cortex,” permitting “First-Ever Visualization of Psychological Stress in the Human Brain,” November 2005 online edition of *Proceedings of the National Academy of Sciences*. (See Appendix References)
- ▲ **High Stakes = Get Ready for Extreme Change...** The stakes were never higher. This is a cue to get ready for extreme change. Can we now develop *right brain capability right on time* -- and with practice experience *fundamental* expansion in perception -- **broader vision, clarity, understanding?** Can we develop the ability to *naturally intuit* the change and trends in highly developed “right brain businesses”?

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The stakes were never higher. This is a cue to get ready for extreme change. Can we now develop *right brain capability right on time...?*

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- ▲ **Balancing Right-Left Brain Abilities: A Meeting of the Minds...** Though we don't normally focus on right brain abilities (that by-pass the ordinary one-step-at-a-time sequential paths) -- doesn't mean that we can't. Though we don't normally develop the other 90% of the brain – doesn't mean that we can't. Strong right brain ability can provide relief from left brain melt-down and stress, as well as invoke stronger partner for the creative-intuitive-meditative mind: A “meeting of the minds.” With practice, we can integrate total left-right mental power – creating a kind of mental “boost.”



#### A Question of Balance and Integration: Right Brain and Left Brain

Right Brain Development Today Appears Limited, yet the *Potential* Is Great.

Right Brain Ability Is Not Normally Integrated with Left – But *Can* Be for *Super Performance*

**Intuitive leadership organizations in “the Coming Age of the Right Brain...”** This will put new spin on the term “thought leadership.” The new leaders and their never-before-seen industries, may be those who begin to develop right brain capability at such rates that competition will be not be an issue at all, simply an opportunity. **“Competitors” may not be able to respond before things have changed too dramatically to respond.** It is with the right brain that we enter the realm of the impossible, the paradoxical, the non-linear, the illogical, the outrageous, the non-local, the ingenious, the “quantum leap” *breakthrough*... Ironically: Especially in new and more responsible ways to develop technology...

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“The world is moving so fast these days that the man who says it can't be done is generally interrupted by someone doing it.”

- Harry Emerson Fosdick

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### For the First Time: The “Global” Brain Paradigm

- ▲ **The “Global” Brain Paradigm...** Have we ever experienced truly “global” times before in the human lineage? We have not had to think before of *a whole planet system*. Beyond interconnecting with global technology and entering global markets: *We are now translating “global” into mind structure, paradigms or “mind fields” as a kind of global brain power*. This is an unfamiliar notion – that brain structure can *reflect* global reality. It is already happening. One day we may conceive with “universal” or even “quantum” brain power as space exploration and the space industry become the next frontier attracting our mental attention/intention. “Global” brain power is faster and more non-linear.
- ▲ **Things Are Different: The New Context...** Some things that have gradually become different are different for *everybody*. The companies with greater creativity and intuition will find new industries in the *differences*. For the first time:
  - **Personally Connectivity 24/7...** We can be personally connected with any individual across all time zones 24/7 – but this also means global risk of environmental breakdown 24/7. Or does it mean the opportunity to develop “impossible” worldwide environmental solutions?
    - A number of books have been written about the “global connectivity” as a kind of global *technological* brain, considering its impact on our perception of the world -- *The Global Brain* by Peter Russell, experienced in management, technology, and meditation practice for decades (See Appendix References). We will focus instead *on the reflection of this global capability in the responses of our brains and mind* to the new environment – and how to capitalize on coming right brain development.
    - Biologists such as Rupert Sheldrake, Ph.D. are proposing highly controversial theories of global morphic resonance and morphogenetic “fields” with unique ideas about how minds are interconnected via resonance to information “fields.”(See References, Appendix). To take advantage of new business developments in increasingly right brain creative-intuitive playing fields, this potential must become *competitively integral*.

- **Global Competition Is a Given...** *We must* compete globally now, and thus we can be *surprised and outmaneuvered globally* 24/7. Or does this mean that we have the opportunity to surprise and outmaneuver others 24/7?
- **Work Is Round the Clock...** *We can* work round the clock, relatively new in human history – and we’re taking advantage of it. Clearly the greater the “labor-saving” automation, the greater the availability of 24-hour service/connectivity in every industry: the more time we work, not less! How does the 24-hour visual light impact brain functioning? How does increasing lack of sleep impact brain functioning (including use of medications or drugs because we’re too “pumped,” exhausted, ill to sleep; or using them to inspire us because we do not feel inspired)? For the first time we:
  - spend our time mostly away from families
    - with few breaks
    - with little sleep
    - feeling stress and guilt if we don’t work enough;
    - feeling stress and guilt if we aren’t with our families enough – sandwiched in an impossible position between competing loyalties
    - feeling fearful about what will happen in the future
  - spend more time away from direct human interaction and instead live with headphones, computer screens, and online/game environments “tuning out” others
  - spend more time away from the natural world and natural food that was part of our millennia of development
  - spend more time away from *our “selves.”*

Can this also mean opportunities for developing healthier and more sustainable environments and related businesses – because of increasing global disassociation from prior natural environments?

- **Global Markets Function as One 24/7...** We have a global market activity 24/7; we can have global market collapse 24/7. Or does this mean that we have an opportunity to develop *completely different worldwide market configurations* online and offline?
- **Global Conflict...** We can have global conflict (with chemical, biological, and nuclear weaponry) and the anxieties this fosters 24/7 – a constant reminder that we have the capability to destroy virtually all planet life. Or is this knowledge instead an opportunity to transform the circumstances and change unlimited power for destruction into unlimited power for creation?
- **The Potential for Global Mistakes...** We can make much bigger mistakes than ever before -- *global* mistakes. But is this also an unprecedented opportunity for those with more highly developed right brain skills -- as challenges more readily yield to greater collaboration, creativity, awareness, intuition, mental focus, calmness?
- **Accelerating Stress Levels...** We’re experiencing a different kind of stress, fear of outcomes: *constantly accelerating stress levels* -- just as we have the greatest potential for power! Is there a competitive edge for organizations and managers who are practiced in techniques for reducing

stress impact, who can shift pace and rejuvenate mentally using the right brain?

- **In Search of Excellence...while not having resources to “do the right thing”...** A lesser noticed stressor is the anxiety that results when top performers seek excellence *and are not able to achieve it* due to lack of time and resources. Thus we see more reports of work-related illness, the seeking of less stressful jobs – a by-product of the struggles that many professionals experience. **They know how to do the “right” thing and want to do the thing “right” – but are not permitted to** because of increasingly severe restrictions on time, resources, and financing. By necessity, creative professionals and leadership companies are seeking alternative ways to work smarter, institute more imaginative processes, tap new resources, discover new revenue, excite new clients, such that those who are passionately “in search of excellence” can be once again inspired and able to execute at the highest levels.
- **In Search of Client Satisfaction...not having resources to “do the right thing” for clients...** There is at times the inability to “do the right thing” for clients, to deliver outstanding customer service. The professional has too little time and resources to provide proper service – a subtle stressor which also contributes to higher turnover rates. Yes, the customer is stressed when we cannot deliver; but we may miss the degree to which *the employee or professional is stressed because of the inability to deliver service expansively*, is stressed because they care, because they’re passionate about delivering good service. Developing greater creativity and transforming strategies to serve clients in a more satisfying way can potentially generate new industries or different levels of professional and client services.
- **More Information than at Any Time in History...** We have more information than ever – and mushrooming -- but less “time” than ever to process it or to synthesize the implications cohesively. We are already considering *technology* solutions -- chip implants and light waves in the brain (with the unknown, perhaps very unfortunate potential effects on the physical system), yet the deficit is *in right brain synthesis and creativity*, not linear processing. Does this mean that activating unused parts of the brain *in a completely different way* could lead to new business conclusions?
  - Exhaustion from overwork is not an ideal state for effectiveness or good judgment. We become bored with sameness, frustrated by lack of opportunity for originality, new initiatives, inspiration. But doesn’t this also mean that there is “pent up,” undeveloped creativity in every organization waiting for an opportunity to “break out”?
- **Make Hard Work Pay Off with Increased Creativity...** We work hard instead of smart – rarely innovating or collaborating in ingenious ways. **We subliminally measure individual success by hours worked at repetitive, uncreative tasks and not new ideas, new products, new strategic alliances...** How do we know we can’t turn the most unlikely regulators or competitors into clients? This is right brain territory. Unorthodox originality and applied inspiration can help us *transform* execution and productivity.
- **Productivity and the Right Brain...** When we are not working with right brain inspiration, when we are not focused with global awareness -- then we are neither creative nor collaborative and one of the first casualties is **productivity**.

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- ▲ In some organizations, an enormous amount of time is wasted on internal adversarial bi-play and political in-fighting. Usually these have little to do with the creation of services and products for the client. **We spend endless time producing p-mail -- “political” e-mail and documents which are *internally competitive and not externally productive*. It’s the “killer app” of time wasters.**
    - This in-fighting is a perpetual motion machine – it engenders enmity, misdirected hostility, misapplication of talent to projects *away from the goals of the organization and even personal success!* It causes delay for products and annihilates productivity. **More time is thus spent solving the resulting *people problems, not product/service problems* – gradually these become *the same*.** Though much of this is without full awareness, at some level we *know* what we are doing, and we really take no joy from it. **We are upset when we go home and that enmity spills over into personal relationships.**
  
  - ▲ When we focus on creative, intuitive right brain development, the focus can shift to excitement about new ideas – and a lot more ideas will be available. Meditation and mental focus exercises can calm the mind, find the best in us, enable easier handling of overload stress and fear about career or job – but there is something beyond relaxation. **These processes assist in *opening different doorways to fertile mental ground*.** Even with a few minutes of daily exercise, the possibilities are so rich (and untapped) that insights, inventiveness, and expansiveness (even toward political adversaries) can quickly emerge. We practice taking the time to think” about what we’re doing and where we are focusing; we use techniques to free the imagination at full throttle. This focus can shift perspective back to business and personal goals – **and the first beneficiary is productivity.**
  
  - **Promotions: Longer Hours, Same Work? Is that all there is?** Some complain that even working hard for promotions, which should be rewarding, may just lead to more of *same* -- longer working hours, *more of the same kind of work*, rather than the fulfillment; with creativity we can amend this. But for now, the workplace metaphors of the last century reflect it --- analogies like “running” in place, the “rat race,” “spinning our wheels,” putting our noses “to the grindstone,” running on a “treadmill” without getting anywhere. These belie our extraordinary capabilities. Overwork is highly praised but we become frustrated when mental fatigue leads to
    - Flying off the handle at a client, regulator, or team member because of stress-related or fear-related anger and frustration -- costly to company, career, and investors.
    - Feeling low energy, developing multiple health problems, absences, more deleterious overwork when we return in order to “catch up.”
    - Exacerbating health problems by eating “junk food” while at work late in inhospitable environments -- instead of eating healthy meals with families.

- Business relationship malfunctions due to carelessness and impersonal contact.
  - **Formation of relationships that used to be central to commerce inside and outside the company** is reduced to impersonal e-mails and online meetings. We e-mail someone sitting next to us. Relationships skills, right brain business skills are less honed and actualized than ever before – thus, a remarkable opportunity for organizations and professionals which can maximize right brain business skills and creative attention to client relationships.
- **Anxiety and depression, guilt** about time away from family, stressed personal relationships can lead to ineffective, distracted performance. **The human loving family, the loving touch of friendships that once provided a richness to life, a personal electricity and joy, have been replaced with an electronic interface and more work.** Everyone is feeling this – thus, there is *opportunity* to lead in the creation of new kinds of organizations that *can* excite us and put us in stronger “touch” with our clients.
- Noticing that a half a decade or more has flown by before we realize it; but we’ve had no time to plan or fulfill dreams that we miss intensely. **These dreams are untapped energy and creativity that the leadership company and the 21<sup>st</sup> century professional will leverage at new levels.**
- **An organization as a whole system can reflect the same stress and operating problems as an individual:** Mistakes, carelessness, impersonal contact, low energy, volatility, lack of creativity and passion. There was never a better opportunity to institute right brain business development, creativity, collaboration, energizing a new kind of business. Productivity can be redefined with an expanded, more creative viewpoint.

We have only begun to consider the real power of transformed right brain development in business, education, professional services, parenting, relationships, the arts... Because these are lesser developed skills in an age of technology, the possibilities for new advantage with intuitive right brain skill have never been greater.

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## The Power of Right Brain Development

- ▲ **Human Ingenuity** – We know that we *have* the power to accelerate right brain intuitive-creative as well as left brain skills, but we are simply not exercising it. We are capable of inventing completely new scenarios, new ways to transform the modern world and modern work. We've done it before. As a marvel on this planet, it is the genius of human development to adapt, advance, and amaze. It is our heritage. Its history inspires us in museums and histories and breathtaking sciences and literature that are a kind of opus of human poetry. Whether it is life as art – or business as art, we will be the creators of the next century and a new millennium. This is a *universal* human ability.



Source: iStock.com

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“Genius means little more than the faculty of perceiving in an unhabitual way.”

-- William James

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- ▲ **From the Remarkable to the Impossible...** There is nothing in our past that indicates that we cannot develop far beyond any current conception. Our future is perhaps not simply to progress from *good to great* but from *the remarkable to the impossible*.
- ▲ **The Power of Expectations...** Major breakthroughs in industry and history are acknowledged as the *creative* bursts – those which represent intuitive “leaps” in science and society: The territory of the right brain -- always ready to soar when we least expect it. Right Brain Aerobics™ is about the power of *expecting it*.
- ▲ **What Do We Mean by “Right Brain” Aerobics™?...** In Right Brain Aerobics™ training “right brain” is used simply as a **metaphor for the highly creative, innovative *beyond-logic*, intuitive, ingenious, non-linear, *supersensory*, collaborative, meditative, peaceful, less left-brain, less linear and repetitive mental activity**. What we term “out of the box thinking” is that which implies highly tuned right brain development. These practices are designed to exercise the creative and synthesizing skills – “right brain” strategies – and tap into the visionary, intuitive, the non-usual, synthesizing, integrating, inspirational functioning of our brains. These are the framework, with special exercises developed by Parallel Universe for Right Brain Aerobics™:

1. Meditation, Mental Focus, Visualization Exercises – using distinctive sound techniques which can enable deeper meditation even for those who have never been able to meditate
2. Affirmation–Cognition Exercises
3. Intuition, Sensory and Supersensory Awareness, and Remote Viewing Exercises
4. Creativity and Innovation Exercises
5. Right Brain Strategies for Business, for Professional or Personal Performance

Right Brain Aerobics™ exercises were created to activate right brain ability more rapidly and broadly with multiple inputs at different levels, a kind of mental or consciousness s-t-r-e-t-c-h-i-n-g using alternating right brain exercises and focus. Each exercise is the “seed” for many other personal development practices; the alternating exercise of skills prepares the individual to extend the capabilities increasingly.

Right Brain Aerobics™ is *focused practice*.

- ▲ **Increased Attention and Awareness...** While focused on 24/7, quarterly short-term goals and profitability, we may sacrifice awareness of long-term implications and opportunities. *Central to right brain development is increased awareness*, bringing largely unconscious perception and “programmed” responses into more conscious perception, such that it is easier to “see” with longer range and broader scope, to adapt and choose from a greater variety of strategies. A successful ability to “adapt” in new circumstances is a critical success factor for any society, organization, or individual.
- ▲ **An Empowerment Practice: Activating the Other 90% of the Brain...** This model of right brain development is not concentrated on someone *else* having the information – it is about developing, uncovering, mining, and deepening *your* abilities and take advantage of skills that *you already possess*. It is about reconnecting with dormant, latent abilities, inner wisdom, multidimensional creativity – the other 90% of the brain. This is not interpreted as abnormal phenomena but as *normal ability*. It is a practice of increasing creative “connections” and insight, openness to ideas that others may miss or wrongly interpret. It is a practice of empowering *business intelligence* in every sense of these words.
- ▲ **Organizational Empowerment: Activating the Other 90% of the Organization...**

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**If most people are only using 10% of their brain power, then most organizations are only using 10% of their brain power.**

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- An organization which is ingenious and highly effective is normally one with a **“fertile idea culture”** – with the innovations materializing into successful implementation. The

fertile ideas bear offspring and change industries; the ideas beget more ideas and override fear of the new. **Such a company might be said to have activated “the other 90% of the organization”** – in other words, the resources that are *largely untapped in many organizations* – mental, inspirational, genius...

- During the 1990's, a fledgling business that “got there first” with a new trend product and a better technology might establish a foothold that was difficult for competitors to dislodge -- without spending a fortune or throwing the company into unexpected turmoil. We have changed the vocabulary of the world. To search for something is to *Google* it – a new verb. But there is resident within *any* company sufficient creative brain power to chart new frontiers and find joyful satisfaction in changing something, somewhere in the world. If we look at “break through” developments and groups – the transition usually begins with an idea – and a person who *used to work somewhere else*, even if it was a part-time.
  - ▲ It could be said that in some ways, ***we are letting ideas for new industries walk about the door every day***, in the right brains of the least expected team members. This is more than a “brain drain” -- it is **“potential revenue” drain**.
  - ▲ **Our brains should be viewed as the primary revenue generators of our organizations or professional services – and when they are not developed to full creative capacity, there is no way to estimate the loss.** The creator of *Amazon.com* worked first in a banking corporation. A co-founder of *Microsoft* worked first in programming at *Honeywell*...
  - ▲ In the Right Brain Strategies section we will discuss ways to better leverage untapped talent and identify these unusual resources.
- As a company or an individual, playing unanticipated “catch up” is not advantageous; it can wreak havoc on planning and results. With an intuitive, ingenious “right brain” company, you may *choose* whether to be the first to develop a new idea because you anticipated it -- **but you are not blindsided**. You are *more aware of the perimeters and new possibilities there*; and you attract the creative “*power*” thinkers. You may decide to develop something similar or better on the side and surprise the “upstarts,” or you *are* the upstart – but you do it *because you planned it and are working creatively on many fronts*. **In the process you may detect a completely new implication or develop a product beyond the new industry and into an even newer one.**

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"The major challenge for leaders in the twenty-first century will be how to release the brain power of their organizations."

-- Warren Bennis

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- ▲ **Right Brain Aerobics: “Business Dating,” and Client Relationships:** Creative people who are inspired and interested are also able to relax more and have fun. They are attractive, intriguing, and inspiring; they tend to have more creative relationship formation. You might say that right brain development is good for both dating and client relationships -- a kind of “business dating.”
- ▲ **Being Creative at the Beginning: The Importance of Right Brain Goal Setting...** Many business problems which occur later are based on initial, narrow goal setting. It is often not collaborative. (For example, the Technology [IT] team might tell you too late that the current server/bandwidth planning will not accommodate your new product’s development in full production – oops, why didn’t you ask us earlier?) ; or you may find that the product is not competitive at the time that it is finally *launched* – due to too narrow understanding of emerging trends globally. Right brain skills are especially useful for goal setting at the time of product creation and for intense problem-solving. Using a Right Brain Start Up process, focusing on creative, collaborative alternatives and a Right Brain Strategy Grid *while* at the initial goal setting stage – **may save significant time and expense later.**
- ▲ **Right Brain Competitive Edge: Is It “Optional”?...** As a global landscape of competition broadens and markets extend farther (online aggregators offer buying direct from almost any country manufacturer in the world), the ability to compete creatively at previously impossible scales, to *anticipate* the impact of “cutting edge” even if you aren’t there yet: Thus the “right brain” edge may no longer be optional. What will our organizations look like? How will we prepare future team members? How will our clients and competitors be different? What will the new opportunities be?

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**Don’t change your organization until you change your mind.**

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## What We Will Cover in Right Brain Aerobics™?

We will practice simple exercises to foster new perceptive skills, including processing and synthesizing of information from different mental resources – and **progress by *building upon each practice*** as we move from one to the next, each complementing the other.

1. **Meditation and Mental Focus:** The mental preparation for expanded perception, insight, creativity, intuition, and synthesis of new generations of strategies; calming the mind and increasing awareness of its larger capabilities. Business-focused, non-esoteric meditation and mental practices created by Parallel Universe enhanced with sound processes, including practical meditative-mental focus techniques for everyday challenges as well as deeper relaxation, rest, mental and physical rejuvenation. Visualization exercises which can enable an “opening” of broader, more innovative perception, deeper awareness of environmental, habitual responses. The ability of meditative-mental focus practice to foster *deeper levels personal insight* is not often mentioned, but is normally a strong effect of such practices.
2. **Affirmation and Cognition:** Unique self-affirmation exercises developed by Strategic Learning Systems will be practiced applied to business and performance to enhance self-confidence, cognition, and communication, to bring into conscious awareness the limiting self-perceptions which when transformed can positively impact cognition, creativity, and the ability to utilize the other 90% of the brain. Increased understanding of right brain leadership perspective and breaking through boundaries in the context of personal identity.
3. **Intuition and Sensory/Supersensory Awareness:** Intuition and sensory/supersensory awareness exercises adapted by Parallel Universe to stretch and expand right brain capability that is perhaps least used and is the most surprising – involving practical techniques for business problem-solving, developing new strategies, long-range planning paradigms, including “remote viewing” and energy field perception practices. Increasing awareness of the *landscapes and features* of unaware perception; tapping into internal knowledge fields that can leveraged in business strategy; understanding the influences of *subtle intuitive brain activities* on personal reactions and judgment. Review of applications for business intelligence; opening the mind for the development of business intuition.
4. **Creativity and Innovation:** Exercises to increase “creative connection points,” creative “inputs” and right brain stimulation. Processes for tapping into greater streams of creativity, innovative ideas, alternative thinking as an expanding ability. A “creative life path” exercise for business-professional impact. Creative arts exercises applied specifically to *business strategy creativity*, to use “artistic” creativity *directly* to spawn new solutions in a different way or: “Business as art, art as business...” Opening the mind to new ideas and enriching mental landscapes. Getting to the “ah hah” moments in business and life.
5. **Right Brain Business Strategy:** Synthesis exercises, building on each of the previous skills development paradigms, introducing *Right Brain Strategy Grids* and exercises developed by Parallel Universe. Integrating both left and right brain skills development practice. Practical techniques for cultivating, expanding, and pragmatically applying

innovative strategies. Examples of right brain strategy programs; exercises utilizing the grids to develop strategies specifically for your group or company, including right brain collaboration and new programs for tapping into unusual resources, utilizing unusual technologies. Right brain strategy techniques which can *continually be applied* to problem solving, product and revenue development, career advancement, and personal performance. Practical ways to apply “the other 90% of the brain.”

### What Are Some of the Differences about Right Brain Aerobics™?

- ▲ **Builds upon many step-by-step right brain practices** as described above, to exercise, in effect, those parts of the brain that we *rarely exercise* by integrating *many types of right brain exercises and strategies in one training*. The combination of *shifting emphasis, multiple inputs using many different kinds of right brain workouts* enables a broad number of individuals with different learning/mental styles to expand awareness and skills and take advantage of different parts of the practice. This can include surprising synchronicities and synthesis during the training with different individuals learning from and leveraging the creativity of others with different styles.
- ▲ **Exercises designed as the framework for *regular, ongoing personal right brain development, not a one-shot infusion of ideas***. The right brain development practice is practical and business-focused. The practices can be done daily or periodically, and can, in a short time, have unexpected impact. These processes can be practiced over a lifetime, applicable to any area of life. Each exercise serves as a kind of “seed practice.” Those trained are prepared to pursue further studies and expanded practice of right brain development if desired -- a path of many levels.
- ▲ **A fully detailed instruction manual** is provided and reviewed in detail during the training – **not just a highlight presentation**. The manual can enable trainees to expand practice daily or intensify practice at any future time and at any level desired, without worrying that they might have forgotten the instructions. Some instructions enable participants to teach some of the techniques in their groups (according to the agreed upon licensing). Right Brain Aerobics™ is meant to be used as a long-term and evolving company practice of accelerating skills development, fostering *continual* right brain development, not a one-time individual information-infusion experience.
- ▲ **Not individual coaching, but a large group standardized *creative organizational practice***. The purpose is to enable large numbers of staff or professionals to activate right brain skills simultaneously, using standard modern processes which are easy for anyone regardless of level of responsibility, belief system, or goals. **It enables the development of *practical right brain business strategies and techniques, rather than viewing right brain ability as segregated from business strategy***. It increases the ability to more easily understand/replicate how creative high-performers succeed with advanced right brain skills. It is also a personal practice to enable individuals to accelerate personal development at their own pace. The activation of right brain skills is, in effect, a way to enhance an individual’s ability to *foster their own insights, broaden their own mentoring and coaching skills*.

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- ▲ **No pressure to “perform” or get a right answer, no requirement for prior knowledge, ability, or experience.** Whether practicing in the training or on your own: There are no “wrong” answers. Mental landscapes are far too rich to think in such limited terms. These exercises foster the ability to notice and tap into the richest mental landscapes. Information may present itself in different ways; as you develop right brain skills to recognize answers that have been “staring you in the face,” you may realize how valuable the impressions and information are in *all of your thought processes*. **Concentration on the recognition and interpretation of symbols, signals, cues for opportunity and synthesis of strategy – is different from our usual *right-wrong, either-or, 1-0* mental approach.** It facilitates opening to new ideas and allowing right brain skills to surface without inner judgment or censorship that can hold creativity back. This is not a *test* but a mental opportunity to explore new territory with surprising practical applications.
  - ▲ **A series of right brain practices developed specifically for this training by Parallel Universe, focusing on business and modern language.** The processes and exercises were developed specifically for business and professional application in modern and non-esoteric language, independent of esoteric beliefs. The meditation-mental focus processes are further enhanced with the unusual use of sound, vocal toning and crystal sounds for deeper mental focus. The strategic affirmation exercises, rarely offered anywhere, are unique and developed by Strategic Learning Systems, used with their kind permission; the power of self-affirmation practice to free the mind’s creative and cognitive power, to accelerate right brain development is a key tenet of Right Brain Aerobics™.
  - ▲ **A practice for enhanced *team delivery* rather than just team building exercises.** The exercises are focused on *continual development as a team* rather than just one exercise to enhance trust and teamwork, or just one experience to get to know each other better, though it does provide that. This is an ongoing team practice; the team is always being “built,” team skills always advancing through practice. The practice of intuitive, creative, cognitive strategy exercises, if further developed as a *team*, could transform the *concept* of team building into a kind of “right brain” *team delivery framework* in which new performance levels can evolve.
  - ▲ **Right Brain Business Strategy grids and techniques that can be used by *anyone* for expanding the *number of options for any given strategic challenge*.** They can be applied to any business, non-profit organization, community initiative, professional service, personal performance, personal career strategy, teaching or parenting. Right brain strategy techniques can be used across an organization for any strategic planning, product development, or to generate new ideas to solve problems. The grids and frameworks are techniques to accelerate discovery of new avenues, turning old paradigms “on their heads” – almost like a “cheat sheet” for right brain strategy development.
  - ▲ **Practices provide frameworks for bringing to the surface not only personal insight and inner wisdom, but for regularly bringing creative ideas to the surface in companies or teams.**

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**"If you have one good idea, people will lend you twenty."**

**Marie von Ebner-Eschenbach (1830-1916)**

*Austrian Novelist and Playwright*

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**Creativity, Right Brain Development, and Movement...**regarding physical movement: While “aerobics” in Right Brain Aerobics™ refers to *mental* aerobics, certain kinds of movement practices from Indian *yoga* to traditional exercises and walking are highly recommended in any program of meditative-creative-intuitive mind development – as well as healthy nutrition. Some of the mental focus exercises will include movement meditations.

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