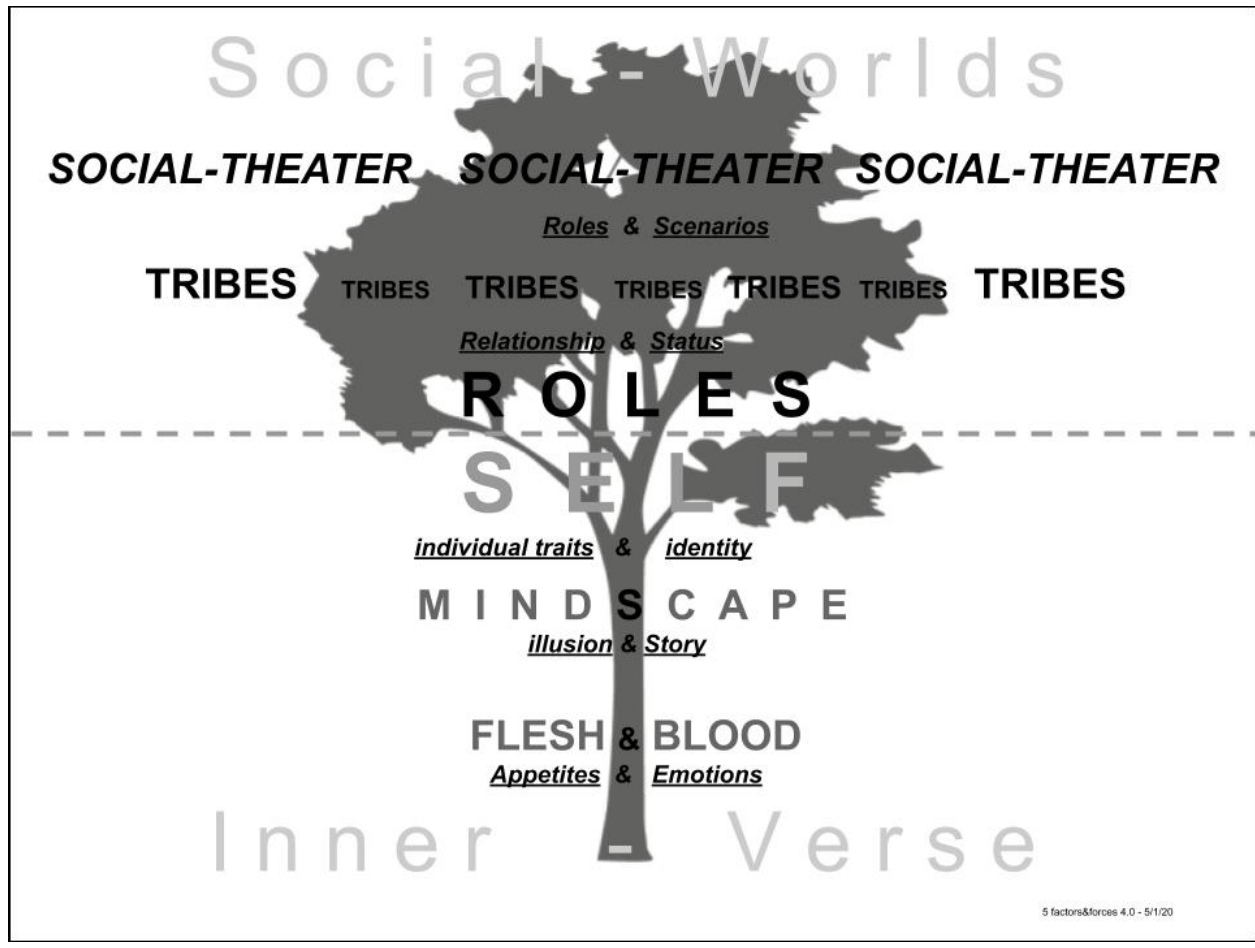


# TRIBAL THEATER



**Why We Do What We Do**  
**A book about behavior**

# **WWDWWD HANDBOOK**

The basics of ... **WWDWWD Why We Do What We Do** ... hasn't changed in 10,000 years. When it comes to behavior ... "*Context is King*". This handbook provides a brief guideline to understanding that context and applying it. This handbook provides the fundamental framework of human behavior and is a tool for "*Behavior Architects*".

*"Behavior is simple ... it's just got a lot of moving parts"*

## **INDIVIDUAL & ENVIRONMENT ...**

Behavior is a bit like the weather; it's complex but determined by a few basic elements ... but those simple elements can combine to create an infinitely complex array of behavior.

*"The SELF is a vivid illusion ... but then again, so is most of Life."*

## **The SELF & the SOCIAL WORLD ...**

We experience the world thru the tiny little *Peephole of the SELF*. Because we exist in the inner *Universe of Self, the INNER-VERSE*, we tend to vastly over value the perspective of the Individual in the interplay of Individual & Environment. The Environment usually exerts the real leverage in determining much of our behavior. And the most potent Environment is our Social World; Tribes.

*"If you want to change behavior, just change the environment."*  
~ philosopher Helena Cronin

Beyond the primal *Drive to Survive* and our *Tribal Imperatives* it becomes a search for *Identity, Meaning & Purpose*.

## **SOCIAL THEATER ...**

The most natural and intuitive Behavior Model, the one we perform every day is ... Social Theater: we are playing Roles in various Scenarios replete with settings and storylines.

*"All the world's a stage, And all the men and women merely players"*  
~ Shakespeare

The objective of the **TRIBAL THEATER Handbook** is to make it so simple to grasp that when you read it you think ... "*yes, I knew that, this is obvious*" ... but it has taken us on a long and winding journey to make it this simple. Simple isn't simple. Applying it is even harder.

# FACTORS & FORCES ... a Behavior Framework:

This BEHAVIOR FRAMEWORK consists of (5) Fundamental FACTORS & Driving Forces that human behavior stems from.

## (5) FACTORS & Driving Forces

### **FACTOR 1. FLESH & BLOOD ...**

... driving forces are *emotion & appetites*

### **FACTOR 2. MINDSCAPE ... the Landscape of the Mind.**

... driving forces are *illusion & story*

### **FACTOR 3. SELF ... the Me!**

... driving forces are *individual traits & identity*

### **FACTOR 4. TRIBES ... the Tribal Imperative.**

... driving forces are *relationships & status*

### **FACTOR 5. SOCIAL THEATER ...**

... driving forces are *role & scenario*

The key takeaway is that all 5 FACTORS are operating synonymously and don't change ... but out of each FACTOR are driving FORCES that do change ... and in turn shape our behavior. You can alter the FORCE or change the trajectory of the FORCE ... you cannot change the FACTOR, but the impact of each FACTOR can vary and will depend on the situation and circumstance.

## **FACTOR 1. FLESH & BLOOD**

The prime driving forces are **EMOTION & APPETITES.**

*"I have ceased to question stars and books; I have begun to listen to the teaching my blood whispers to me." ~ Herman Hesse*

We are beings bound by basic needs and biological rhythms. It is a fundamental component to who we are and how we behave. We aren't THINKING MAN ... we are FEELING PEOPLE!

*"Man is an intelligence in servitude to his organs." ~ Aldous Huxley*

### **BIOLOGY ... Flesh & Blood.**

We are living breathing beings. We eat, sleep, sh#t and screw. We are subject to circadian rhythms and biologically hardwired to behave in a myriad number of ways. Cold, hungry and weary can change even the bravest into a coward. Always factor in **Flesh & Blood.**

*"Emotion always has its roots in the unconscious and manifests itself in the body". ~ Irene Claremont de Castillejo*

### **EMO DRIVES THE BUS ... FEEL FAST, THINK S L O W**

Emotion is the driving force in shaping our behavior and emotion in turn shapes how we interpret and interact with the world. It's interwoven into our thinking and deciding. Our emotions range from the profound (meaning of life) to the mundane (i love ice cream).

Emotions are the energy that moves us and helps us decide. Emotions makes us instinctively judgmental. Thoughts have an "emotional valence" of like ( plus +) - dislike (minus -). We *Feel Fast*, but THINK S L O W.

### **ACT or REACT ... Power of Habit.**

Most of our behavior is not a fully conscious decision. It is a reaction to stimuli or it is ingrained habitual behavior.

### **RESISTANCE ... Friction & Inertia.**

Even a small amount of friction can change a behavior pattern ... but it takes energy and/or obstacles to alter entrenched behavior patterns.

*"People are like water ... we take the path of least resistance."*

## FACTOR 2. MINDSCAPE

The prime driving forces are ***ILLUSION & STORY***.

*"We live most of our life in the Landscapes of our Mind ... the MINDSCAPE"*

The **MINDSCAPE** is the seemingly seamless world we craft in our Minds-Eye. It's a place of *Imagination & Illusion* ... not bound by the laws of *Time & Space*. This is also the source of many of our built-in biases that distort reality to fit our version of reality.

*"Reality itself is an Illusion."*

### **MAGICAL MIND ...**

We gather sensory data, tap into inner databases, utilize context and attach associations with images, sounds, ideas, feelings ... then our brain assembles it into a *seemingly seamless experience*. This ability to weave a world in our mind is why we respond to ... "Magic".

### **STORYTELLERS ...**

We think in STORY. Story is how we craft meaning and order from the chaos of life. Story is how we store memories. Story is how we define much of our life. Our lives are a collection of dangling "narrative threads" ... mini-dramas of daily life.

*"To hell with facts! We need stories!" ~ Ken Kesey*

### **MODELS, MAPS & PATTERNS ...**

We craft the world we experience from bits of *Raw Data* intertwined with *Associations & Ideas* ... Build *Mental Maps & Models* of our worlds ... Use *Concrete Symbols* to understand *Abstract Concepts* ... And our mind is instinctively attuned to finding *Patterns*.

We create *Shortcuts* (Heuristics) that help us navigate our world. These shortcuts offer advantages; but they also can lead us astray since they create built in biases (e.g. confirmation bias, hindsight bias ...etc.).

*"Content may be Queen ... but Context is King."*

### **PROXIMITY ... Hot, Near, Now.**

Our mind is good at comparing ... bigger, smaller, hotter, colder, faster, slower ... but we have to have a "*measuring stick*", a metric to compare ... this is where trouble starts ... what you measure with shapes what you see ... you will become blind to the obvious. And we vastly over-value HOT, NEAR, NOW!

*"In the 3-ring circus of our mind ... we are the ringmaster, the clown ... and the high wire act."*

## FACTOR 3. SELF

The prime driving forces are ***INDIVIDUAL TRAITS & IDENTITY***.

*"The body is a house of many windows ..."* ~ Robert Louis Stevenson

We experience life through a *PEEPHOLE*, the SELF, the "ME" and it distorts our perception. Our fun term for this problem is *"Me-opia"* (a twist on myopia - nearsightedness).

### **SELF ... the VOICE within.**

The SELF feels tangible, immutable, and to some degree our core SELF is ... but SELF is crafted from different facets of our mind and our social circumstances to create a seamless ... SENSE of SELF. It is our body. It is our face. It is our voice. Sense of Self is not just who we think we are in our conscious mind. It is like a "Homunculus" of Who We Think We Are.

### **4 TIERS of SELF ...**

The deepest level is Tier 1 our --- *Inner-Self* --- that is intertwined with our body and to a large degree it is below our conscious radar.

Next is Tier 2 --- *Intimate Self* --- the Self we think we are and associated with our conscious mind.

Tier 3 is who other think we are --- *Social Self* --- and is connected to the people we live with day in and day out.

The Fourth Tier of Self is our --- *Public Persona-Role Play* --- the Role we perform (*farmer, fisherman, teacher, doctor, lawyer ...etc.*) in public. It's how we navigate our social environment ... via mask, costume & character.

**Tier 4 ... SOCIAL THEATER --- role play --- SOCIAL THEATER**

*(put on costume, play a part, navigate social world)*

**Tier 3 ... TRIBAL WORLD --- social self --- TRIBAL WORLD**

*(person we are with our intimate tribe of family & friends)*

**Tier 2 ... MINDSCAPE --- intimate self --- MINDSCAPE**

*(the "self" we think we are, the "Me")*

**Tier 1 ... FLESH & BLOOD --- inner self --- FLESH & BLOOD**

*(most below conscious radar ... survival priority)*

*"Every man has a mob self and an individual self, in varying proportions."* ~ D.H. Lawrence, Pornography and Obscenity

The primary objective of SELF is to survive and navigate the social world all the while asking the questions *Who Am i ... Where do I belong ... What's my purpose?* These are some of the big questions we ask throughout our life. Ultimately SELF is a search for *Identity, Meaning & Purpose*.

*"When a man does not know what harbor he is making for, no wind is the right wind."* ~ Seneca

## FACTOR 4. TRIBES ... "BEHAVIOR is SOCIAL"

The prime driving forces are **RELATIONSHIP & STATUS**.

**"TI - TRIBAL IMPERATIVE ... the deep instinct to band together in Tribes.  
And the primal force of *Why We Do What We Do*."**

The irony is that we discover WHO WE ARE as an individual primarily through our TRIBAL RELATIONSHIPS and SOCIAL CONNECTIONS. We define who we are in large part by who we associate with, the groups we join and what we do.

Humans are herd animals. We are Social/Emotional Apes. Virtually All Behavior is Social\* (... even anti-social behavior. The exception to ALL BEHAVIOR is SOCIAL is insanity, dementia and other extreme cases of mental dysfunction] **Tribe** is the most powerful force that shapes our behavior and defines who we think we are and what we believe.

### **BEHAVIOR is SOCIAL ... We are TRIBAL.**

Tribal connections have a powerful impact on all of us and shape most human behavior: *tribe, status, hierarchy, enemies, allies ...etc.* Behavior almost always takes place in the CONTEXT of a SOCIAL ENVIRONMENT ... even uttering alone behavior is usually deliberately occurring in the absence of others (e.g. watching porn, praying ...etc.).

*"No man is an island, entire of itself; every man is a piece of the continent." ~ John Donne*



### **TRIBE LAW ... Us & Them.**

Tribe is wired into our DNA. You can't completely overcome it, but you can leverage it. The basic formula for Tribes is "*Us vs. Them*". Enemy is one of the most potent tribal forces. We behave differently to people in our Tribe. If we are not in the survive or die situation ... we putter around and fuss with each other in petty melodramas revolving around our relationships in our intimate clans.

Much of our behavior is about STATUS; seeking approval and ascendancy in the pecking order of our Tribe. What constitutes status or what we call "*Coin of the Realm*" depends on the Tribe and what they value. What is valued in one Tribe can be considered an anathema in another Tribe.

*"What WATER is to Fish ... SOCIAL is to People."*

## FACTOR 5. SOCIAL THEATER ...

The prime driving forces are **ROLE & SCENARIO**.

*"All the world's a stage, And all the men and women merely players"*  
~ Shakespeare

Most of our behavior occurs in social arenas or has social implications ... we operate in a number of "*narratives*" and much of our behavior is a performance. Our lives are a form of interactive storytelling ... **SOCIAL THEATER**. We are playing ROLES in a variety of SCENARIOS on different STAGES ... it's "*Life as Theater*".

**THEATER ...** as a model of human behavior THEATER is easy to grasp and helps us understand how behavior is not a series of isolated events but part of a larger integrated experience; an ongoing narrative. The key components of theater include: characters, dialogue, storyline, setting ... etc.

**ROLES ...** are the vehicle we navigate the social world with. We in effect play Roles. Paradoxically the Role itself powerfully shapes how we see and express our SELF ... and can change our behavior. We are functioning in a Role in almost every situation. Even our inner Self is a "*Character*".

**SCENARIO ...** Theater is more than just Roles ... it is a dynamic interactive STORY ... and it's the ENVIRONMENT the behavior is happening in ... and it can dramatically shape and bend behavior.

Bundled together SCENARIO & ROLE are two of the most potent factors that shape behavior.

*"We are what we pretend to be, so we must be careful about what we pretend to be."* ~ Kurt Vonnegut, Mother Night

### **DOMINOES OF BEHAVIOR:**

Feed **NEEDS**

& Trigger **EMOTIONS ...**

Craft **ILLUSIONS**

& Tell a **STORY ...**

Tap into **RELATIONSHIPS**

& Alter their **STATUS ...**

Connect with their **IDENTITY**

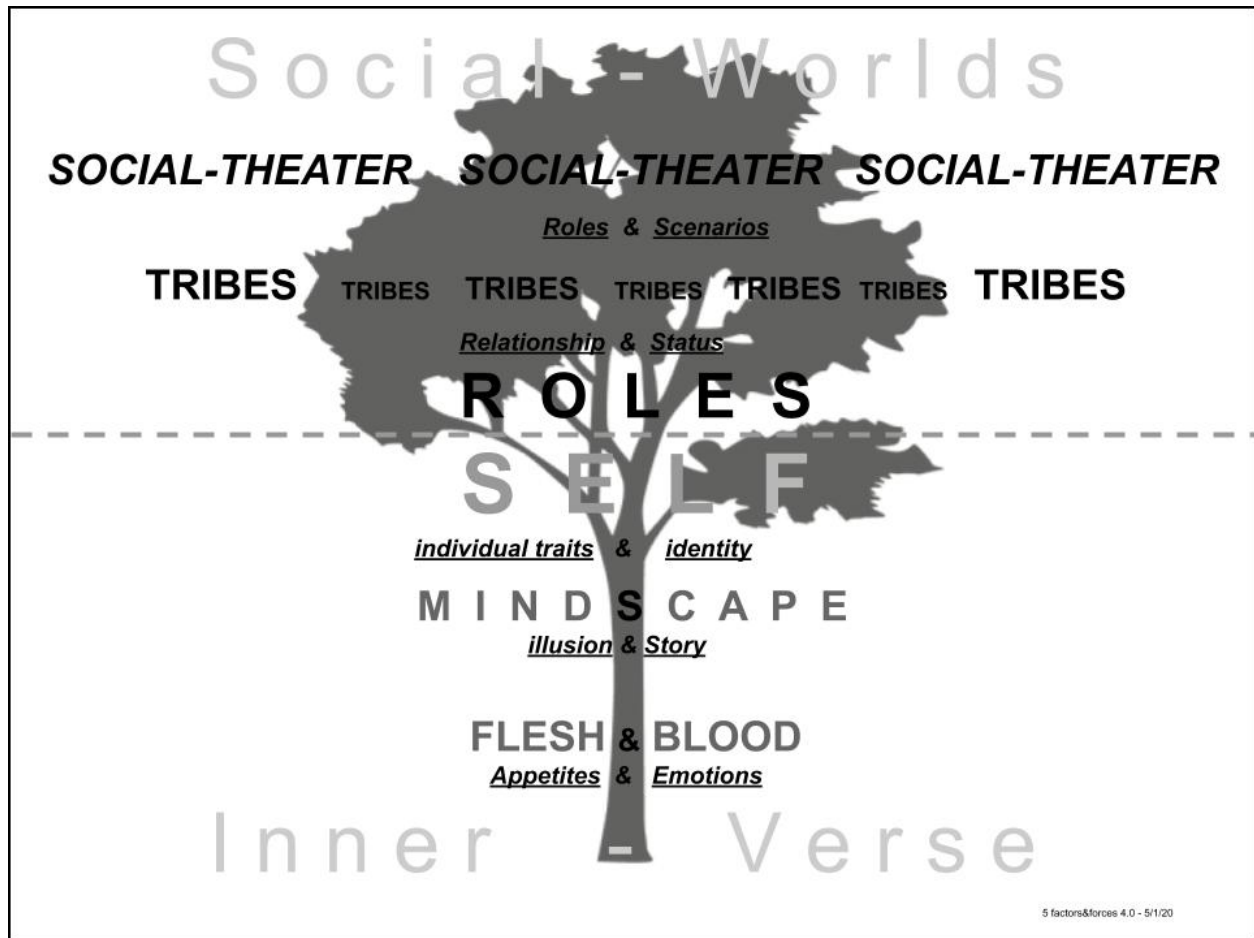
& Give them **PURPOSE ...**

Flip **ROLES**

& Switch the **SCENARIO ...**

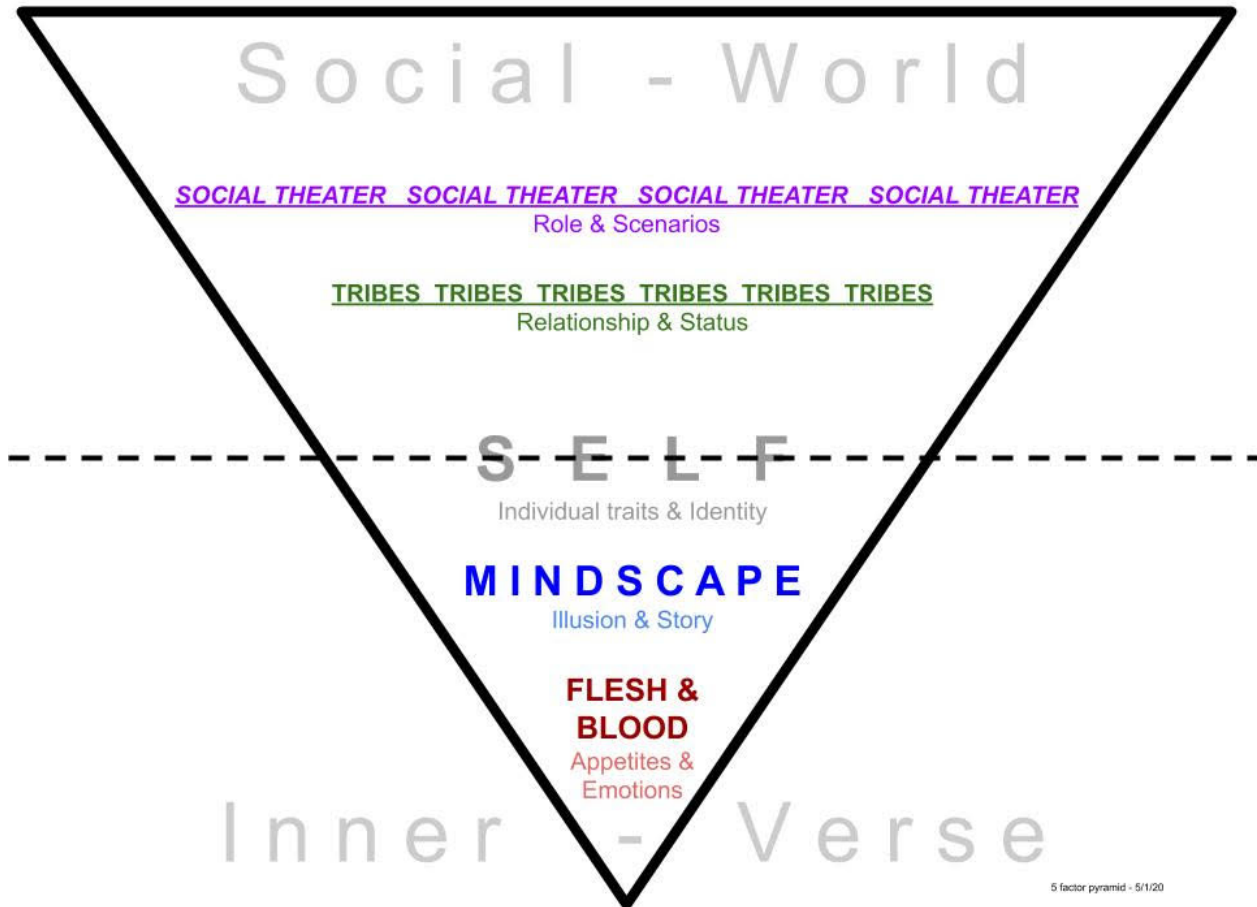
**... CHANGE BEHAVIOR!**





*The idea of the tree is roots, trunk, branches, blossoms ... start with the roots (flesh&blood) and into the trunk (mindscape & self) then flow into the branches and blossoms of the (tribes, roles & social worlds).*

*The parameters of Flesh&Blood are narrow and concrete. As we move up the "tree" you see much wider variations until you get to Social Theater and the ways we express and experience behavior is almost limitless.*



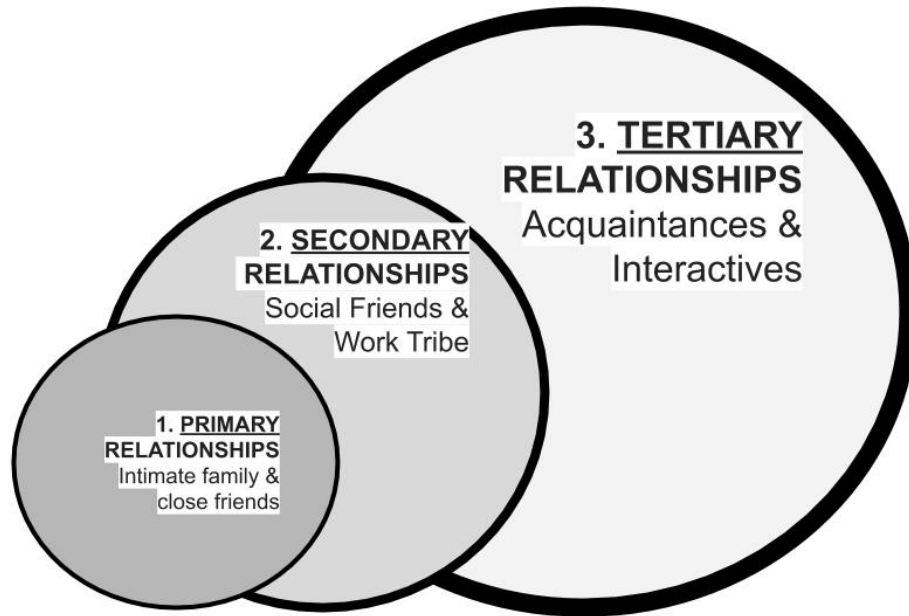
*Here's an earlier version suitable for engineers and people who love geometry. You will note the ROLES isn't noted on this diagram. Roles are an extension of Self. And I like Trees better than Triangles.*

September, 2020. This booklet was developed by Tom Grimes with a little help from his friends, the Wizards of Wizard Academy in Austin Texas.

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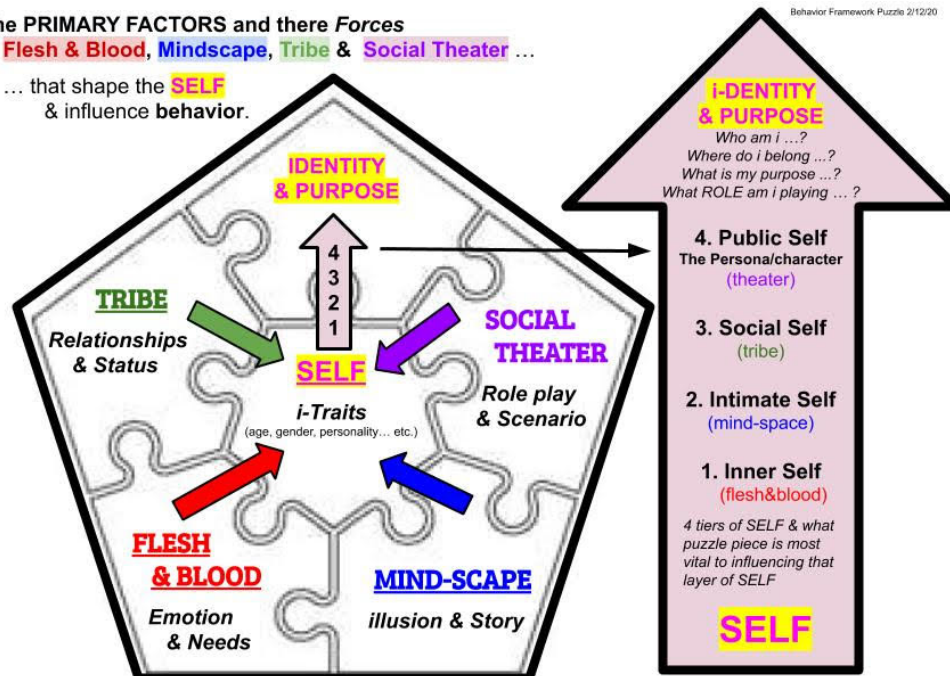
# RELATIONSHIP CIRCLES



Relationship Circles 9/16/20

The PRIMARY FACTORS and there Forces  
Flesh & Blood, Mindscape, Tribe & Social Theater ...

... that shape the SELF & influence behavior.



Behavior Framework Puzzle 2/12/20

**BEHAVIOR FRAMEWORK MODEL**  
How 4 Primary Factors and Search for identity & Purpose shape the Self