

Macro to Micro Trigger: Model of the Mental State as a Moderating Variable in Organizational Conflict Management

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Abstract

This article emphasizes the importance of states in testing for information seeking and leadership style (Tidwell & Sias, 2005). Emphasis on states can work to the advantage of women and marginalized groups since states are purely mental, treating gender as a tool to a goal. In such cases of emphasis on the body as a tool, as in maleness, able-bodiedness, or whiteness we must discern how the 'tool' satisfies its own intrapersonal goals versus altruistic concern for maintaining interpersonal relationships in the workplace (Holt & DeVore, 2005). Macro to micro model of a state as a moderating variable describes the overall macro pattern of altered states, called quantum superpositions (Gao, 2015), as part of information seeking (Tidwell & Sias, 2005). Micro explains WHY the macro patterns occur based on micro visual or audio triggers in keying onto a salient feature, which then frames the quantum superposition experience in Lacanian analysis of the role of visuals and the subconscious motivation (Drzewiecka, 2014, Gao, 2015, Stein, 2017, & 2019). Personality as a predictor of leadership style is based on concepts of personality as unchanging or limited, yet no one has explained WHY altered states of quantum superposition are triggered in altering leadership style (Gao, 2015, & Tidwell & Sias, 2005) as part of closure (Kościelniak, Rydzewska, & Sedek, 2016). A topographic model, with a micro model explaining the visual, auditory or somatic trigger of behavior, reacting towards, avoiding, or countering the effects or direction of the trigger is offered illustrating a descriptive mental space personality extension model moderating relationships in conflict management.

Keywords: closure, conflict, information seeking, mental artifact, states, traits, visualization

This article provides new insight into human interactions at the macro level (Figure 2), the issue of quantum superposition (Figure 1) and cultivation of human potentials through promoting leadership potentials in employees, while distinguishing how traits differ from **states** at the micro level (Figure 4) (Tidwell & Sias, 2005 & Rubino, et al., 2018). Enduring organizational team-building strengths emerge through engaging in, and not avoiding, **conflict** (Tjosvold, 2008). Solidarity-based organizational values, stressing leadership style and culturally familiar personality **traits** for employees (Babiak, 2014, & Altmäe, Türk & Toomet, 2013), emphasize that conflicts in organizational environments are highly constructive and essential to overall effectiveness utilizing various abilities like on a soccer team, which, unlike football, has little or no physical contact. Those lacking improvisational problem solving skills even at the lowest levels, fearing workplace change, argue against conflict, though conflict is an integral component of human functioning (Slabbert, 2004). Others assume conflict disruptive of social relations and organizational life (Lindelov & Scott, 1989), though this is an integral part of team-building and protecting property boundaries, in part based on trusting in leadership style among all team members (Altmäe, Türk & Toomet, 2013, Babiak, 2014, & Tjosvold, 2008).

Stephen Robbins (2005, p. 422) defines conflict as "a process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about", whereas Rubino, et al (2018) define conflict as the real or constructed perception of inequality. In communication studies conflict is examined as a psychological state of **information seeking** for clarity, due to misinformation or information overload, (Tidwell & Sias, 2005). Most workplace testing and employee screening does not account for states, how they can be productive among some persons, and counter-productive among others (Tidwell & Sias, 2005). Everyone has had an altered state (daydreaming, imagining, meditating, visualizing) or interruption, in their cognitive style, though not everyone has learned to use it to workplace advantage (Ayers & Hopf, 1987, & Stein, 2017).

Improving communication and presentational performances, particularly when confronted with a public audience, requires overcoming fear of public opinion that can produce feelings of embarrassment or of inadequacy, often called **communication apprehension (CA)** (Ayers & Hopf, 1987). An altered state, in **visualization** or meditation exercises, could involve seeing oneself succeeding in making a presentation, or trying to visualize or imagine an alternative solution, while at work (Ayers & Hopf, 1987). Although the altered state activity can seem counterproductive, it actually provides greater overall efficiency through mental rehearsal visualization exercises in reducing CA in the workplace, improving through introspection the presentation of self and overall performance effectiveness (Ayers & Hopf, 1987, & Tidwell & Sias, 2005). This article emphasizes the importance of states in testing for information seeking and leadership style (Tidwell & Sias, 2005).

Patterns in information seeking are in part based on perceived approval or risks to image management and can be overt or covert, or improvisational, to break up codes of silence that, clamming up, do not volunteer information (Tidwell & Sias, 2005). "Information-seeking processes are, in part, influenced by the severity of these perceived costs associated with relational, performance, and task related social exchanges. If these perceived costs are low, information will be sought directly. If one's image may be damaged, information will be sought indirectly or not at all. For example, an organizational newcomer seeking performance feedback may be viewed as determined and organizationally conscientious and, as a result, continue to seek this type of information to enhance her image. Alternatively, if one were to seek task information, he may believe his image would suffer. As a result, he may seek information covertly or not at all" (Tidwell & Sias, 2005). This CA can be inherited, an innate personality trait source of CA, or even deference to a perceived status difference, or simply a social courtesy to not appear snooty (Tidwell & Sias, 2005). The needs for image management and avoiding risks "typically

rise as a newcomer increases in organizational tenure” increasing covert or improvisational approaches in information seeking as one rises through the ranks (Tidwell & Sias, 2005).

When testing for information seeking styles, recruiting self-reports is an efficient survey tool to gain an insight into the potential use of improvisation, and covert means, used by employees. “[O]bjective’ sources (e.g., coworkers or supervisors) may be very unreliable because they may not observe or attend to all information-seeking behavior, particularly covert behavior” (Tidwell & Sias, 2005). A “cross sectional/one-shot format” for recruiting self-reports (rather than “objective” sources) is ideal since “much evidence indicates that information seeking is stable over time” (Tidwell & Sias, 2005).

Breaking through the codes of silence or misinformation requires covert and improvisational approaches, and the sudden shift of mental states to provoke release of otherwise hidden, or subconsciously repressed, information (Dor, 2000, Drzewiecka, 2014, Gao, 2015, Stein, 2017, 2019, & Tidwell & Sias, 2005). An altered state in information seeking in the workplace can look like goofing off, breaking the routine, or slacking. If mental visualization processes are active the cognitive system is acting like a computer operating a defragmentation program, or quantum superposition process in psychology to operate more efficiently (Gao, 2015, & Stein, 2017). Superposition begins with quantum decoherence which is actually a cognitive and empirically measurable event, in quantitative photographic particle unit framing measures, in the Copenhagen interpretation in which two states or frames, otherwise called “superposition” (Gao, 2015), as in the photograph below of an image photographed with its reflection in a mirror (Figure 1), collapse into one as part of a wave function unifying the personality (Chuckman, 2014, Gao, 2015, & Stein, 2017).



Figure 1 Photograph is Copyright protected material. Documentation registered under the Register court/number Amtsgericht Düsseldorf HRA 24638, Germany prior to publication of Stein, S. F. (2017, page 37). *Unmasking Motivation Monumentalizing Generational Trafficking Victims*. Saarbrücken, Germany: LAP LAMBERT Academic Publishing. Also published in Mauritius. Ideographic imprintation of the human form leaning on a counter with a mirror reflection (Dor, 2000). Photograph is unedited and credited to Marco Martelli, Italian professional photographer and artist.

This wave function collapse, called cognitive dissonance (Chuckman, 2014, Lang, 2009, & O'Keefe, 2009), is due to information overload requiring cognitive re-associations for improved information processing, or emergent consciousness, and occurs by a series of millions of bifurcations at the level of quantum wave conducting microtubules within brain cells, causing a multitude of possible states blending or emerging into one; a new state of consciousness called decohesion obtained through quantum superposition (Chuckman, 2014, Gao, 2015, Kurzweil, 2000, & Zelazo, Moscovitch, & Thompson, 2007). This self re-organization of the brain refocuses and cancels out oppositional goals, or states of mind (Butterworth, 2014), resulting in an emergent process producing a new approach to solving a problem in this lifetime (Stein, 2017). What triggers the state phenomenon is usually a visual or audio piece of information, and the need to fulfil a desire, called **closure**, as a motivation (Kościelniak, Rydzewska, & Sedek, 2016). States, that surface as part of seeking closure, do not completely disappear, though they are not always visible while traits of behavior are consistently visible as part of cultural adaptation, or a mask; both states and traits are part of the broad matrix of the personality spectrum that in itself is not culturally bound (Drzewiecka, 1999, Stein, 2017, Stevenson, 1997, & Tidwell & Sias, 2005). In this sense traits offer camouflage for the covert goal, fulfillment of states in seeking closure (Stein, 2017, & Stevenson, 1997). “[W]hereas traits are the *enduring* tendencies, moods, or temperamental makeup that are stable across situations and contexts (Epstein & O'Brien, 1985 & Weaver, 1998), states are *temporary*, moods or temperament (George, 1992, 1996). In other words, states vary daily and are highly affected by situations making that person's personality the organizing, leadership, factor, particularly in a multicultural setting where tacit knowledge is critical (George, 1992). Thus, if one were concerned with information seeking in a temporal environment, states should be the variable under examination. However, because most

studies examine information seeking over time in varied contexts", traits are more easily tested, though this is only due to the structure of the study (Tidwell & Sias, 2005).

Previously, under linguistic and cultural imperialism, a cognitive style, states have not been taken seriously as an alternative cognitive style just like persons are not taken seriously if they can think in different languages like Italian, Latin, Yiddish and Hebrew. Cultural imperialism, let's take for example mandatory English in the culture, is the basis of anti-Italian prejudices and anti-Semitism in great part based on fear of a different linguistic based cognitive style in the modern nation. You cannot identify an Italian or Jew just by 'seeing' an Italian or Jew (Stein, 2004). Similarly the use of alternative cognitive styles (Stein, 2004), or states, are often not properly reported or just hidden from personality profiles. This is so when personality profiling is to re-enforce a particular culture particularly in a student or work campus; a culture based on linguistic style, cognitive style, besides certain physical aspects such as able-bodied, male, and white. The centrality of culturally bound personality standards produces the barriers that then generate negative stereotypes created to generate an in-group and out-group class system (Tajfel, 1982). The marginalization process consists of mislabelling to make healthy people as unhealthy through assigned stigma such as categorizing their personality based on use of a foreign language, a state, not a trait, as alcoholic if they purchase one bottle of gin, co-dependent if they lean at a cashier's counter, substance abuser if purchasing cigarettes for their mother, unpredictable if they think out loud in another language, psychotic if they report on their superiors abusing students or colleagues in the workplace, hysterical if they refuse a sexual advance from a superior or colleague or subordinate, sexually deviant and pedophile if they are seen at a known nightclub, or schizophrenic based not on empirical testing but culturally bound "objective reports" much like Nazi doctors used preceding the genocide of stigmatized groups, including Jews speaking Yiddish (Lifton, 2000). You cannot 'see' schizophrenia, you cannot diagnose a schizophrenic just by relying on "objective reports" of sightings, regarding visible behaviour in the workplace, you must empirically test for enfacement illusion, and other cognitive processing maladaptations (Sandsten, et al, 2020, Stein, 2017, & Tidwell & Sias, 2005).

Enfacement illusion, a cognitive impairment associated with schizophrenia, is related to misidentifying another person's face or body part as their own in schizophrenia, or not being able to properly distinguish another person's face from their own. Simply stated, the person with enfacement illusion as part of a schizophrenic condition, fails to properly recognize physical boundaries between persons, resulting in violations of privacy, property, and physical abuse. Enfacement illusion as a maladaptive cognitive process in "selfrecognition is evaluated before and after a stimulation session by letting the participant look at amorphing-video between the participant's own face (self) and the face of a [living] stranger (other)" (Sandsten, et al, 2020). Enfacement illusion should not be confused with a belief in reincarnation, which western medical practice has destigmatized as recognition of past lives and it is treated simply as part of the broad spectrum of the personality matrix, and self recognition in psychological individuation processes (Haraldsson, 2005). If the person sees their likeness in a deceased person's face we cannot impose a diagnosis of schizophrenia or enfacement illusion, though we can impose further testing, my area, to verify that it is or is not a case of reincarnation, thus upholding or disqualifying the diagnosis of enfacement illusion (Haraldsson, 2005, Sandsten, 2020, Stein, 2017, & Stevenson, 1997). Thus, testing for states is also useful to test for enfacement illusion, the ability to understand clearly personal boundaries, property, and issues of inappropriate gestures and privacy violations in a work setting.

An employee who improvises, like scoring an unplanned goal or stealing the ball in soccer, can be relied on in conflict and crisis, constructed or unplanned, to provide the stage for states to emerge to gather information directly from a troublesome client or another employee (Gao, 2015, Stein, 2017, Stevenson, 1997, & Tidwell & Sias, 2005). As information seeking and clarification opportunities, improvisational mental states permit advancement for persons otherwise underestimated, such as women, or persons with a physical disability, in predominately male rank-and-order military styled cultures that emphasize youth, whiteness and the able-bodied (Tidwell & Sias, 2005). Since states are purely mental, the issue of gender is not analyzed as part of a state except purely as a personality tool to obtain a goal, such as in male chauvinist cultures where the goal is for men to displace women. In such cases of emphasis on the body as a tool, as in maleness, able-bodiedness, or whiteness we must discern how the 'tool', the male, satisfies its own intrapersonal goals versus concern for maintaining interpersonal relationships in the workplace (Holt & DeVore, 2005). Through emphasizing states, that unpredictable ability to steal the ball or score a goal, biology isn't perceived as a stigma compromising leadership style or performance (Rubino, et al, 2018). Seeking conflict can be part of advancement and information seeking, territorial expansion, and leadership skill refinement. Reliable, generational and improvisational, even intuitive, affirmative leadership is the overall trait development goal, a form of chromosomal intellectual property right one has cultivated for themselves (RNA), after inheritance (DNA) (Kaminski, 2018, Rubino, et al, 2018 & Zaccaro, Kemp & Bader, 2004). Organizational justice climate efficiency managed through organizational personnel in a rank-and-order format can then compensate for injustices and inadequacies (Rubino, et al., 2018).

This approach describes conflict engagement as a positive, moderating, correlational relationship between personality, mental activity (state), and leadership style establishing a direct relationship between personality and overall leadership style. Since states are purely mental, the issue of gender is not analyzed except purely as a personality tool to obtain a goal.

The next step, based on personality as a Moderating Variable (MV), not mediating variable, is for a predictive theory of mental extension, or extension of the personality through the surfacing of states (Stein, 2017, & Tidwell & Sias, 2005). Thus the mental state is more narrowly defined as the MV, as the extension of the personality since “any two parts of the state are not independent” (Gao, 2015). This quantum psychology approach treats a prop as the IV, the physical person in a cultural context as the DV, and the mental state as the MV (Gao, 2015, & Stein, 2017).

“Note that a whole physical state is independent, while any two parts of the state are not independent [thus persons do not have a split personality if they display a different state of mind]; once one part is selected, the other part will be also fixed” inferring that states act as a self-correction process (Gao, 2015). This quantum psychology superposition approach, called the Copenhagen wave function collapse (Gao, 2015, Lewis, 2020, & Stein, 2017), supports the predictive theory that exposure of a physical person, a DV, to a materially visible and physically felt integer, an IV, results in an objective Measureable Image (MI) or MV, or mental state, objectively documented through photography, and experienced subjectively as heightened self-awareness - like an aha moment, of the preconscious personality in the DV, or human subject” (Stein, 2017).

Clarifying the difference between mediating and moderating variables, a mediating variable explains a relationship between an Independent Variable (IV) and Dependent Variable (DV) and is related to both the IV and DV, the mediating variable does not influence the strength or direction of the inter-actions between the IV and DV, it is just associated with them (Tidwell & Sias, 2005). Contrastingly no causal variable is required to establish the presence of a moderating variable; it's just there like a quantum particle wave form, or a mental state, appearing to be measured though is not constantly visible as it recedes as part of the identity (Drzewiecka, 1999, Gao, 2015, & Edwards & Lambert, 2007). Failing to interpret, and predict, the moderating implications of personal mental space extension (broad spectrum of the personality matrix) (Stein, 2017) as influencing, as a mental state that in part functions to perceive the possible social costs (Tidwell & Sias, 2005), and possibility of closure (Kościelniak, Rydzewska, & Sedek, 2016), moderating the strength and direction between the inter-actions of the IV and DV, through the evolution of social media, is a personnel profiling security management issue (Sennewald, 2003), needing further investigation and predictive theory building, treating recorded data as **mental artifacts** indicative of a personality's effect at the local, and global levels (Severi, 2012, & Zaccaro, Kemp & Bader, 2004).

During the quantum state one is both observer and observed, re-focusing to survive a conflict while accurately documenting the data, the observer's goal is to outlive the conflict, even at the expense of others, and accurately interpret the data to be communicated while experiencing the event as 'observer'. In this sense a good employee is both a scientist and a person of value, officer rank, to the military. Since states are purely mental, the issue of gender is not analyzed except purely as a personality tool to obtain a goal. Improvisation in a crisis is an element of self-confidence good employees maintain as if “there are two mental observers or two mental states of the same physical observer after the quantum measurement” of the crisis (Gao, 2015), photographic measures support this (Stein, 2019, & Stevenson, 1997). An operational definition of a mental state is that it is “usually assumed to be autonomous. Thus a mental state “supervenes on a whole physical state” (Gao, 2015) during the altered state in a crisis.

According to studies in the matrix of the personality spectrum the need for cognitive closure, fulfilling an unfulfilled need, is motivation for a state to arise seeking closure (Kościelniak, Rydzewska, & Sedek, 2016, Stein, 2017, & Stevenson, 1997). An entire personality can be a mental state seeking actualization of its motivation, for cognitive closure, even a combination of states, or personalities, acting synchronously then receding, which might explain the altered state sensation after which one re-orient themselves in writing up their assessment of the event afterwards (Gao, 2015, Stein, 2017, & Stevenson, 1997).

While surviving the crisis, or superposition, “the physical observer has no definite mental state which contains a definite conscious experience about the measurement” (Gao, 2015). This is explained by the seeking of a need for cognitive closure regarding a problem in the subconscious that one suppresses until it resurfaces as a state, as a MV in motivation, re-orienting the person so they can re-assess the situation (Kościelniak, Rydzewska, & Sedek, 2016). The macro topographic leadership process model below (Figure 2) illustrates how the re-orientation that follows the superposition, or altered state sensation, is the result of decoherence, an event in the Copenhagen interpretation in which two states collapse into one, an emergent state as a result of engaging in conflict and improvisationally displaying leadership ability and advancing (Chuckman, 2014, & Zaccaro, Kemp & Bader, 2004).

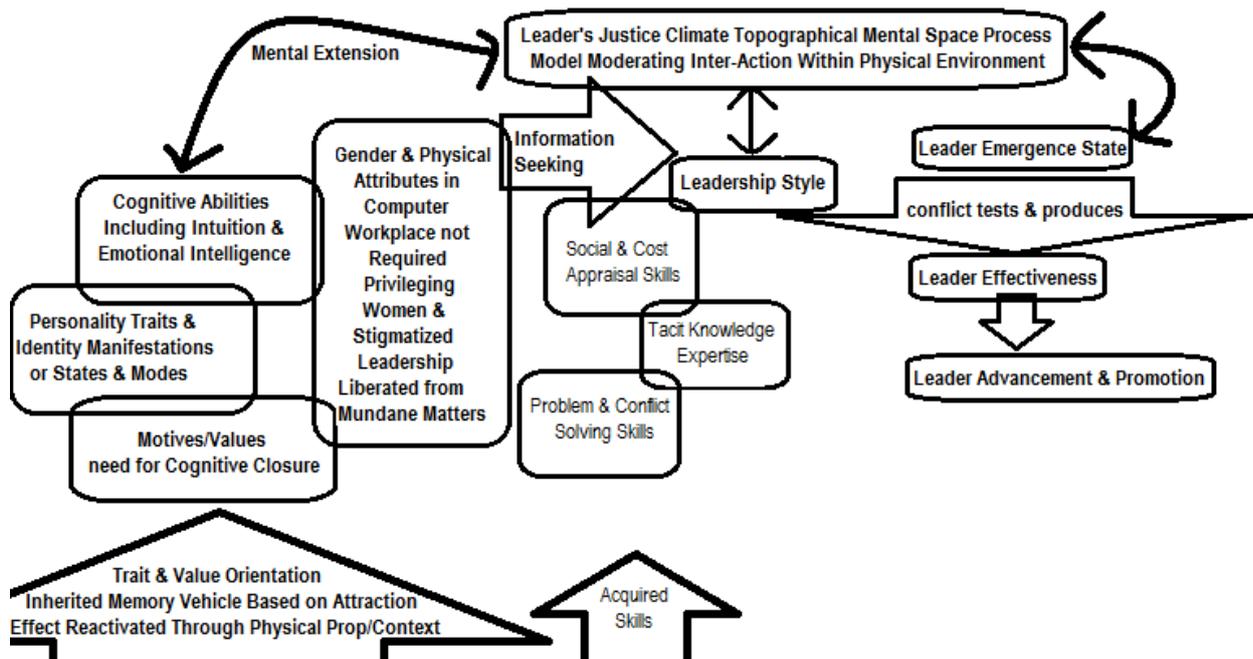


Figure 2

The macro topographic leadership process model above, adapted from the original concept of traits as a moderating variable in Zaccaro, Kemp and Bader (2004), illustrates how mental space extension requires props (IV) and proper environment for physical person (DV) (Gao, 2015) to be brought to full consciousness, emerging as a result of a mental state (MV) (Gao, 2015, Stein, 2017 & Zaccaro, Kemp, & Bader, 2004). Mental space extension, through visualization processes (Ayers & Hopf, 1987), is measured through examining, as data, mental language remnants known as mental artifacts, such as online journal notes (Severi, 2012).

The micro symbolic logic visual model (Figure 4) below (Stein, 2017) is adapted from the “cellular radio-transmitter” schema of Vallverdú, Talanov, and Khasianov (2017), since visual and audio mental signals share holonomic similarities in cognitive processes (Kurzweil, 2000, Searle, 1984, Stein, 2004, Stevenson, 1997, & Wen, 2007). The model is adapted to Lacan’s concept of the individual and collective subconscious being organized as a mental artifact grammar system of visual units, or images (Dor, 2000, Drzewiecka, 2014, Frog, 2015, Severi, 2012, & Stein, 2017). Seeing and identifying the interaction pattern of the role of the trigger based on micro visual or audio triggers in keying onto a salient feature helps us understand the simplicity triggering a state (Ayers & Hopf, 1988, Stein, 2017, Stevenson, 1997, & Tidwell & Sias, 2005). Components of our adapted visual processing model (Stein, 2017, & Vallverdú, Talanov, & Khasianov, 2017) are trigger, blocker, sensor, antenna, modulator, synchronizer, and amplifier (Vallverdú, Talanov, & Khasianov, 2017).

Trigger is the recognition of structural similarity between a present visual object, or image, and a past visual object or image attracting negative or positive attention (Allport, 1958). The trigger is activated “by light or neurotransmitter (serotonin) [...] that could unblock the modulator and synchronizer” (Vallverdú, Talanov, & Khasianov, 2017). The trigger can attract negative attention, rooted in the sensor’s guilt complex as the denial mechanism projects a negative stereotype towards the trigger, requiring the trigger to then act as a blocking off of further interaction (Allport, 1958, & Stevenson, 1997). For example a re-occurring face, below, is a trigger (Stein, 2017).



Figure 3 Photograph is Copyright protected material. Documentation registered under the Register court/number Amtsgericht Düsseldorf HRA 24638, Germany prior to publication of Stein, S. F. (2017, page 36). *Unmasking Motivation Monumentalizing Generational Trafficking Victims*. Saarbrücken, Germany: LAP LAMBERT Academic Publishing. Also published in Mauritius. Replication of the stage lighting and photo camera creates an ideographic re-orientation for the photographic subject who in iconic attraction functions as an ideological ideograph or central organizing persona (archetype) in chaos theory (Jung, 1990). Photograph is unedited made at same studio setting with Italian Photographer and artist Marco Martelli utilizing a wall projection of Billie Holiday (Shipton, 2017).

The trigger can be a gesture, a housing arrangement, or a face inviting recognition, yet also disinviting attention (Stevenson, 1997, p. 2090). The trigger also acts as a blocker. A blocker is a closing quality of the same object or image that attracted the recognition process, or trigger. In this sense the object, or image, attracts and closes off attraction, as an element of privacy, or protection of space, so that life as usual can go on (Stevenson, 1997). In the same sense that a picture, a visual, can seem alive, it can also close itself off from you, as if a picture is a visual extension of the living or deceased subject inviting you to interact, then desist (Babolin, 2000, Spalding, 1996, & Stevenson, 1997).

The sensor is the process and location whence the mind and brain together associate an image with a memory through eyesight, or imagination (visualization) triggering an altered state (Descartes, 1963 & 1993, & Stevenson, 1997).

The antenna has a dual process role with the sensor, transmitting and verifying, at an intrapersonal and interpersonal level, message efficiency with the observer (sensor), and the greater audience (Stevenson, 1997), transforming the perceptual process for both the self, and society in what is called the phenomenological turn, or another way of reasoning after a shared altered state (Vallverdú, Talanov, & Khasianov, 2017). Ian Stevenson, MD, defines the visual based memory vehicle for the Mind as the antennae, like an energy aura, transmitting and receiving memory units, which are then processed by our biological cognitive system (brain). The visual memory vehicle has its own motivation and it is persistent, driving the person through occasional states that reveal what the subconscious has repressed. Maintaining a healthy diet, and regular exercise, produces a high aura level and positive attitude, helps to extend the antenna effectiveness, and perhaps extension of the personality matrix (Spalding, 1996, & Stevenson, 1997).

Modulator controls how an image is interpreted through framing for sense-making (Andsager, 2000). The modulator is unblocked, or activated, by the sensor's perception of the active or mental image, triggering a mental process of interpretation of the meaning of the image, or visual, called framing (Andsager, 2000). Framing is how to think about an image or a series of images, and the selection of framing is based on one's motivation (Andsager, 2000). The way a frame is presented also reveals motivation of the editor as well as of the observer (Andsager, 2000, Limburg, 1996, & Vallverdú, Talanov, & Khasianov, 2017).

Synchronizer is the editor, and also unblocked, or activated, by the visual stimulus, and editing much like the ego between primal drives and social moral expectations (Descartes, 1963, 1993, Stevenson, 1997, & Vallverdú, Talanov, & Khasianov,

2017). The synchronizer is based on emotional maturity (Goleman, 1997) and resilience (Reivich & Shatte, 2001), and has the role of selecting when to let memories and visual associations surface or not, and how to align visuals for a mental grammar narrative like a picture storyboard (Dor, 2000). The role of the synchronizer, or ego, is played by the conscious mind, or personality (past or present), within a person (Stevenson, 1997) or a swarm in swarm intelligence (Vallverdú, Talanov, & Khasianov, 2017). Swarm intelligence is the media, telephone and internet inter-connection of an international audience that participates in following the same bit of information and thus behaves like a swarm, or wave, or a flash-mob, to move a nation or organization towards a common goal through various acts of improvisation (Vallverdú, Talanov, & Khasianov, 2017). The improvisational power of the people is harnessed in the wave effect of swarm intelligence in a precisely fought organizational campaign (Vallverdú, Talanov, & Khasianov, 2017). Important, is to identify and disable the sectors that can obstacle the wave effect, to win the campaign war in forming an unstoppable and enduring collective movement (Vallverdú, Talanov, & Khasianov, 2017).

The amplifier is the process, or medium, of greater effectiveness to transmit or distribute the visual, as a trigger or blocker, obtained through art, photography, and print or electronic media (Limburg, 1994), enabling the phenomenological turn in swarm intelligence through the medium or media generating a higher consciousness for the individual or the swarm (Vallverdú, Talanov, & Khasianov, 2017).

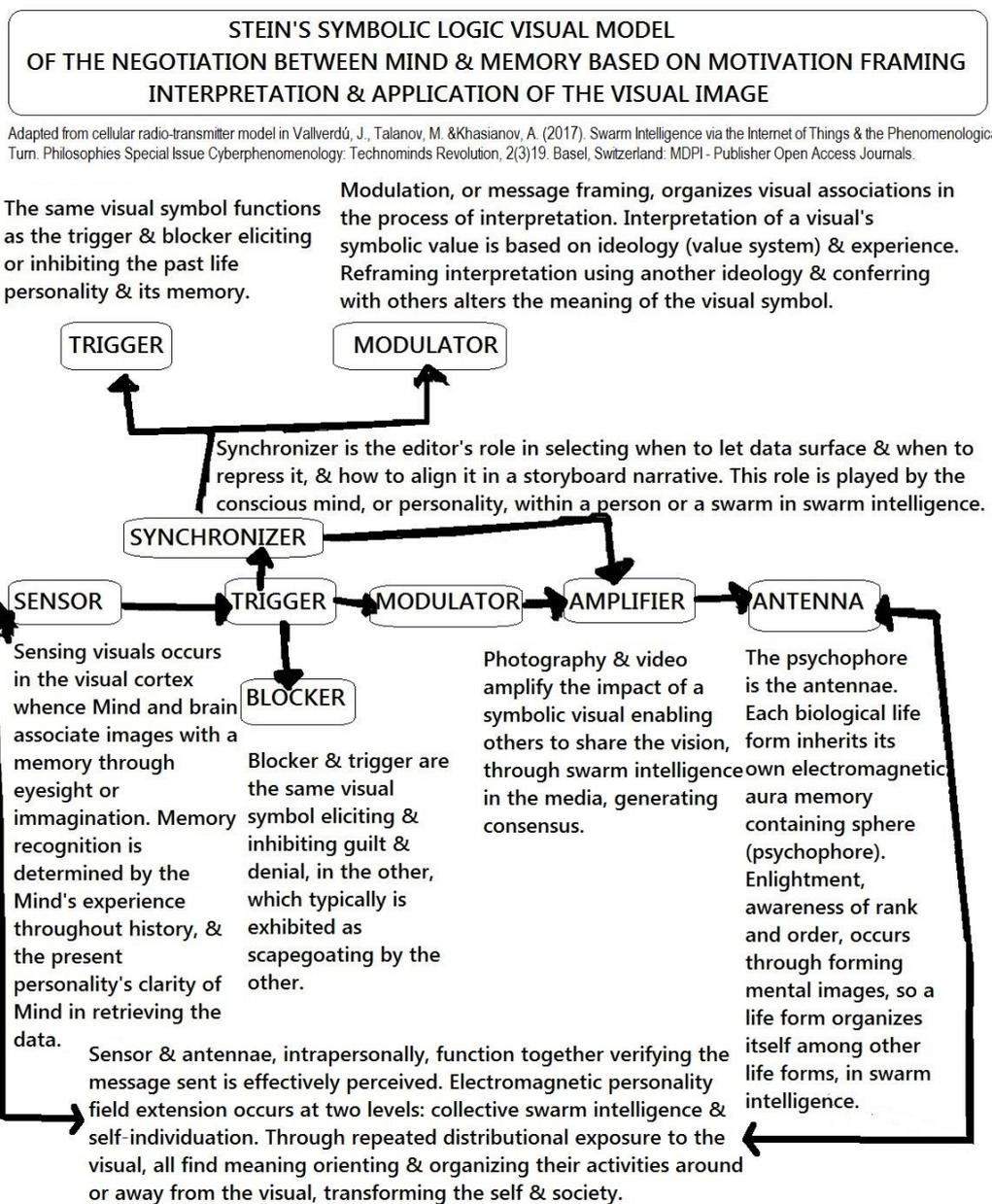


Figure 4

The above micro model explaining the visual, auditory or somatic trigger of behavior, reacting towards, avoiding, or countering the effects or direction of the trigger illustrates a descriptive mental space personality extension model moderating relationships in conflict management. Since states are purely mental, the issue of gender is not analyzed except purely as a personality tool to obtain a goal.

Visual and audio signals, as depicted in the system model above (Figure 4), operate similarly in visual and audio holographic memory since in symbolic logic, and quantum mechanics, all matter we see has a measureable subatomic vibrational, and acoustical, nature (Langer, 1953a, 1953b, Levitin, 2007, & Stevenson, 1997). What we see we can acoustically measure, and what we hear we can visually model (Wen, 2007).

Thus both the previous macro (Figure 2) and micro models (Figure 4) illustrate the role of visuals, called mental artifacts once they are in a photograph or otherwise reported or recorded in a permanent manner (Severi, 2012), as the subconscious motivation (Drzewiecka, 2014, Gao, 2015, & Stein, 2017, 2019). Like virtual particles generated for mathematical measures (Javadi, Forouzbakhsh, & Kasmaei, 2017), mental artifacts are, in principle, human generated proof of cognitive activity mathematically traceable through testing of how they, as visuals, can trigger a state in a workforce. Testing for altered states triggered by workplace visuals in daily inter-actions between persons, and between persons and objects, can provide better prediction power regarding an employee's improvisational abilities altering their leadership style in identifying and solving a problem during a crisis (Tidwell & Sias, 2005).

Discussion

The brain is used as a mechanism related to decision-making processes in order to produce "adaptive answers to the environment" through which it is stimulated, "this is the main reason for the emergence and purpose of consciousness" (Vallverdu, & Talanov, 2017). **The actual highest operations of the brain might not be consciousness, since it relies on external stimulation from the symbol or mental artifact, acting as the trigger and blocker, in the environment, seen or unseen assigning a kind of moral agency not to the brain, nor the person as a tool, though to the external visual image itself as a stimulus (Severi, 2012, Stevenson, 1997, & Vallverdu, & Talanov, 2017). In this, and other ways, "consciousness is not the highest level of informational filtering and appraisal" though it is what we can assign to be the 'editor' or 'synchronizer', co-ordinating a verbal message (Vallverdu, et al, 2017). A pedagogical example is when a student or colleague is 'stimulated' by your face as a familiar fingerprint, a personality identifier – as the person falls into a state it becomes then your responsibility, in part out of self defence, to then, as the moral agent in visual psychophysics, to reprimand or correct the behaviour, of the person suffering from an excessive unconscious attraction effect, possibly a result of enfacement illusion (where one face cannot be distinguished from another face of a scorned love or of a popular icon), hijacking their cognitive system. The conscious person reacts with modelling proper English and gestures to stimulate the mirror neurons in the otherwise distraught subject (Babolin, 2000, Danilova, 2004, Iacoboni, et al, 2005, Pocheptsov, 2018, Sandsten, et al, 2020, & Stein, 2017).** This environmental cognitive intervention, usually a linguistic approach, though sometimes a visualization approach stimulating mirror neurons in modelling proper behaviour, helps them to also become conscious and self-correcting of their behaviour (Ayers & Hopf, 1987, Danilova, 2004, Iacoboni, et al, 2005, & Nofsinger, 1991). Another tactic to distract the person lost in a state, not necessarily of confusion, is the visual masking effect, using a look alike either preceding, or following, an image attracting obsessive behaviour from attention seekers. The look alike then throws off the potential assailant or nuisance behaviour. Thus, while concerned with information seeking in a temporal environment, states, the moderating variable under examination, are accommodated for by other conscious persons so as to maintain a fluid work culture, without unreasonable disruptions (Danilova, 2004, Sennewald, 2003, & Tidwell & Sias, 2005).

In a sense, managing leadership styles that rely somewhat on altered states is costly, and not exactly desirable for the entire workforce to practice, though relegated to the privileged improvisational problem solvers, leaving the rest to just plod forward, the basis of a pyramid system. "[C]onsciousness is too expensive from the side of resources and information managing and for such reasons its role is limited to some kind of special activities" (Vallverdu, & Talanov, 2017). This thus allows for unconscious forces typical of swarm intelligence in the workforce, without full consciousness, typical of a mindless fan club or swarm intelligence following a successful celebrity or a unified workforce following an improvisational leader. The attitude is that the celebrity or improvisational leader, like the concept of the Russian bear, knows where the honey and goodies are, though must share to have its habitat with all the other animals, the collective. Consideration must be given to the fact that the leader, as inventive problem solver, is at some level rewarded by effective self-management of states, a skill too costly, or psychologically dangerous, perhaps for others to master (Stein, 2017 & Vallverdu, & Talanov, 2017). "[U]nconscious cognition is the processing of perception, memory, learning, thought, and language without being aware of it" (Vallverdu & Talanov, 2017), thus it cannot be stated that the conscious mind, or consciousness itself is systematically always the "editor", particularly when we are prone to self deception (Zechner, 2019). Self deception is obvious when we see or record someone in a state, that they are not even conscious of, until after the fact if they reorganize themselves or when they are informed of it (Gao, 2015, Stein, 2017, & Stevenson, 1997).

In this sense recorded and presented models of material and wave energy interaction in physics also model, or inform us of, the elements needed for consciousness to evolve as a process for self-knowledge when otherwise our unconscious or agents outside of us act as the “editor”, controlling what we can allow to surface to our consciousness, and what we are not prepared for to let become conscious (Stein, 2017, Stevenson, 1997, & Vallverdu & Talanov, 2017). In this sense **machines help us through measurements, photographic, audio or behavioural scales to gain greater consciousness about ourselves, and our states that we cannot see though subjectively feel, and help us educate others about their actual motivations and limitations** (Dragoni, 2012, & Vallverdu & Talanov, 2017).

“We are close to the Integrated Information Theory” (IIT) according to Vallverdu and Talanov (2017). “IIT allows a mathematical approach to consciousness establishing some axioms and postulates about the nature of consciousness: existence, composition, information, integration, and exclusion. Thus, consciousness exists, and it is structured, as well as differentiated, unified and singular. At the same time, consciousness flows over time and must be understood as a dynamic system in constant change. All these processes do not imply automatically self-conscious process, because several cognitive processes run beyond direct control. Without abandoning materialism, we could affirm that each ‘person’ (who experiences a ‘me’) is a **specialized ghost in a shell controlled by another general-purpose ghost**”, or the super ‘editor’ synchronizing mental events (Vallverdu & Talanov, 2017). In this sense the “editors” of the human mind seem to be the environment, visible or invisible, prompting communication so the mind can understand itself (Vallverdu & Talanov, 2017, & Zechner, 2019).

A remedy approach to enfacement illusion would require personality and memory state quantitative measures of memories and data otherwise erased or repressed through disorientation (Drzewiecka, 2014, Fields, 2005a, 2005b, Stein, 2019, Stevenson, 1997, & Zechner, 2019). A combination of isolation from one’s extended family, native culture, heritage language, rituals and diet contributes at the physiological level with the loss of memory and personality orientation used to break up family structures and national or ethnic identity (Drzewiecka, 2014, Fields, 2005a, 2005b, Glock & Stark, 1963, Heegård, Hansen, Thøgersen, & Kühl, 2018, & Lifton, 2000). The disorientation process is confounded through cognitive attacks at the level of repeated sound-bytes, media and advertising exposure, political and religious cult educational propaganda interventions, and other macro and micro level brainwashing methods (Drzewiecka, 2014, Lifton, 2000, Pocheptsov, 2018, & Stein, 2017). In such a paradigm morality and notions of good distinguished from bad, or right from wrong are erased or repressed at the individual and collective, micro to macro, level maximizing government and administrative profits by lowering, or attacking, personal standards producing an overall loss of self-confidence in the population to rebel against, or oppose, the governmental and administrative processes transitioning to a new economy generationally (Danilova, 2005, Drzewiecka, 2014, Lifton, 2000, Pocheptsov, 2018, & Stein, 2017). In the workplace, offering culture change to **counter such constructed paradigms of individual and collective disorientation and memory or value priority losses, requires counter-propaganda tactics to measure, identify, and reframe personality and memory indicators** to restore personal and cultural or national identity, particularly through psycholinguistic and visual interventions based on heritage and indigenous psycholinguistical studies (Danilova, 2004, Goffman, 1974, Heegård, Hansen, Thøgersen, & Kühl, 2018, Lifton, 2000, Pocheptsov, 2018, & Stein, 2017, 2004).

It would be interesting to develop a Planck scale test measure of personality outside of any environment, uncovering even “erased” or repressed mental features not possible under structural-cultural dialectics, as opposed to universal personality trait measures across different or in a single context (Drzewiecka, 2014, Stein, 2017, 2019, Thomas & Kilmann, 1974, Tidwell & Sias, 2005, & Zechner, 2019). A Planck scale test could be possible in part through computerized models, or without modern structures in the environment, though would this then be a disembodied or “using different and embodied approach” to personality, perhaps through a computerized model of personality, Vallverdu’s “ghost” (Vallverdu & Talanov, 2017). Would this mean that there would then be no states surfacing or the other extreme, states constantly present though no single sense of disruption through a need of a direction or priority, and no consciousness causing a kind of nervous breakdown for a person unable to cope with the rupture of their plausibility structure to then find a universal element about states and personality that is non ideological yet universally valid – a kind of primordial context before ritual and socialization, measuring states in-between variant personalities. What Vallverdu’ and Talanov (2017) helps us understand is there is not only one “inner” personality but also an “outer” created by others and environment. **The tension between the two ‘ghosts’, inner and outer, is the control “or measuring device” that keeps the personality inside of its quantum superposition while manifesting different states, while the personality itself is unchanged (Gao, 2020). That there is a control infers that for each of these two worlds, or “ghosts”, the inner and the outer, produces quantitatively measureable results of superposition. “[T]his post-measurement superposition corresponds to two (or two sets of) worlds, in each of which there is a measuring device which has a definite state, either obtaining a result 1 or obtaining a result 2” (Gao, 2020), and this constant is what a Planck scale reveals even without the person’s conscious awareness of its existence** (Vallverdu & Talanov, 2017 & Zechner, 2019).

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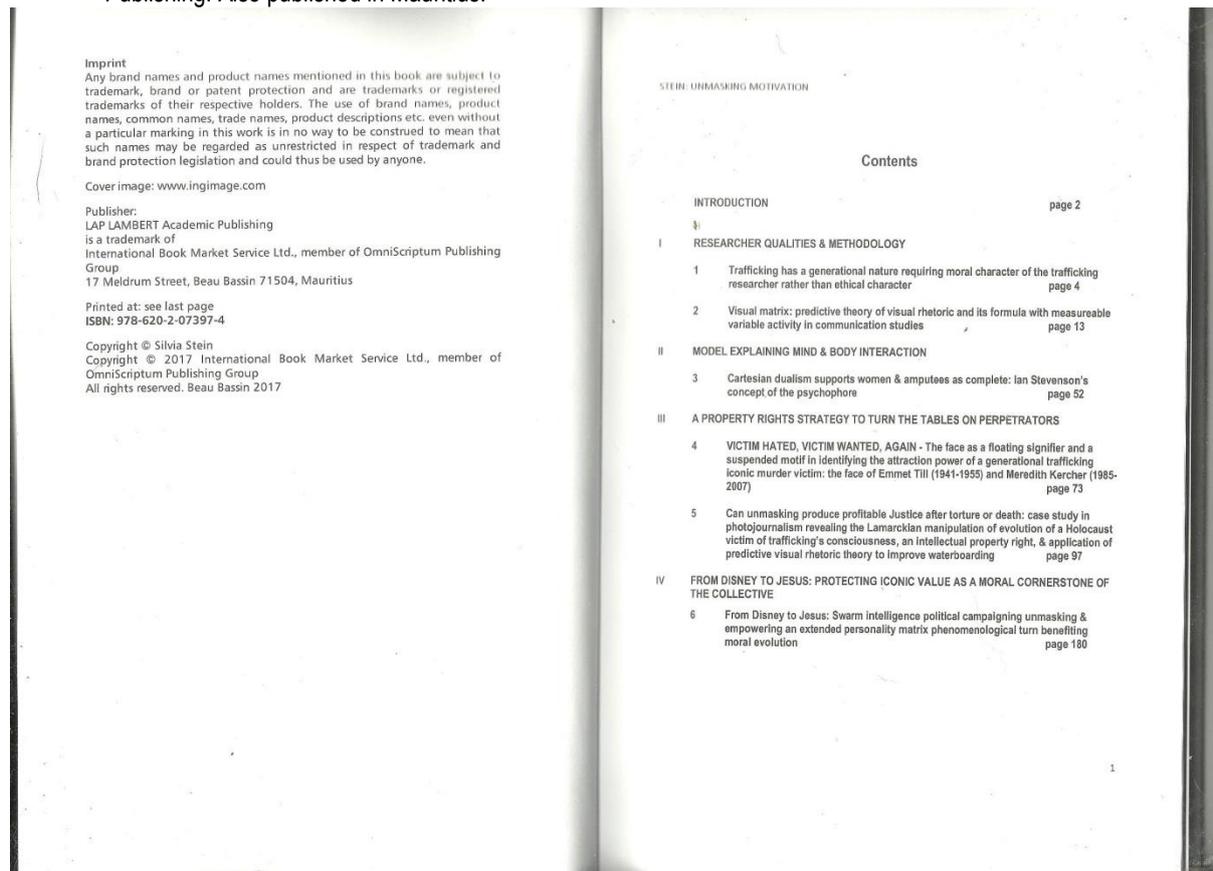
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Addendum

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STEIN: UNMASKING MOTIVATION

Ideographic imprint examples (Dor, 2000), the form of a counter to lean on and the security of a mirror. Photo made by Author.



Replication of the stage lighting and photo camera creates an ideographic re-orientation for the photographic subject who in iconic attraction functions as an ideological ideograph or central organizing persona (archetype) in chaos theory (Jung, 1990). Photo made by Author Silvia Stein utilizing a wall projection of Billie Holiday (Shipton, 2017).

STEIN: UNMASKING MOTIVATION



Ideographic imprint, the form of a counter to lean on and the security of a mirror (Dor, 2000). Photo made by Marco Martelli, Italian professional photographer and artist.

The second case example is "Tom" (DV), currently a Polish citizen with Polish ethnic heritage categorized as Caucasian, born in Poland. At the time of the study "Tom" had self-taught himself university level German and English literature, information technology (IT) strategies and programming in computing. He had recently finished his tests and graduated from high-school, which he finished late for his age-group (mid twenties) in Germany, while ahead of his age-group in fluent German and English literacy, and IT (Stein, 2009). "Tom" was working throughout the weeknights at a Heidelberg, Germany, hotel front desk as receptionist, and in the morning, was also the hotel breakfast prep-cook (Stevenson, 1997 & Stein, 2009). On weekends "Tom" was techno music-mixer, and disk jockey, at a popular Mannheim dance hall (Stein, 2009).

Without informing the human subject of what specific facial birthmark (Stevenson, 1997) image I was photographically measuring for (M), I invited "Tom" for a photo-shoot in a setting specifically constructed for psychophysiological testing of the spectrum of the human personality matrix (Stein, 2009). The laboratory was a former KGB constructed soundproof booth, similar to a walk-in refrigerator, offering complete privacy for an interview, restoring for the human subject a safe hide-out setting (Frank, 1967), complete medical and mental health facility staff at our service at Tavrichsky (in Russian) or Tauride (in Ukrainian) V.I. Vernadsky National University in Simferopol, Russia. Anticipating a possible shift, photographically documentable in "Tom's" facial birthmark presentation of self (Stevenson, 1997), I replicated a 1943 hide-out setting to create an emotionally safe atmosphere for the deceased personality to