

# WIN-WIN THEORY FOR WIN-WIN SUCCESS

## Introduction to Win-Win Theory and the Science of Social Causality

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THE INTELLECTUAL INVENTION THAT SURPASSES ALL OTHERS AS THE MOST BENEFICIAL ADVANCE OF HUMAN HISTORY IS RARELY UNDERSTOOD OR APPRECIATED BY EDUCATED ADULTS. With dire consequences for such neglect, there has been no applause for this wondrous invention, no gratitude for its beneficence, no monuments to hail its priceless influence. Largely overlooked, ignored, or taken for granted, this uncelebrated masterpiece of unrivaled creation goes by the familiar name of the *scientific method*. But if its name is familiar, its method is not. It would be hard to find one in a hundred college graduates who could explain the essence of the scientific method and why its reliability as a beacon of truth eclipses all nonscientific methods claiming to reveal physical, biological, and social causality.

Without fanfare to trumpet its completion in the seventeenth century as the seminal breakthrough—the revolutionary strategy—to uncover the true causes of natural events, the *scientific method* became the most powerful method ever devised to discover physical and biological reality in nature. Due to its spectacular success over time at finding truer and truer causes of physical and biological effects, this unique strategy has proven to be our foremost intellectual asset for solving difficult to near impossible *physical* and *biological* problems. Not to be confused with any other intellectual method, the *scientific method* of causality identification has blazed the path for physical and biological progress. From hydraulics to electronics, from agriculture to medicine, its striking advances have spurred physical and biological revolutions—one upon the other—with no end in sight.

Regrettably, at the same time—and in striking contrast—the quest for *social* progress and revolutionary social advance has stalled. Why hasn't science been able to overcome the social blight of pervasive war, endemic poverty, and rampant servitude that plagues the people on every settled continent? With all its proven prowess at solving even the most difficult and stubborn physical and biological problems, is the scientific method destined to fail at attenuating and ending the continuum of social crises and afflictions?

To counter conventional pessimism on the impotency of science to solve social problems, *win-win theory* reveals that natural law does not bar the scientific method from becoming our foremost intellectual asset for solving *social* problems. *Win-win theory* is built on the premise that the potential of the scientific method to identify and verify the true causes of our most pressing social problems has been barely explored. As in solving physical and biological problems, the scientific method also has the versatility to solve difficult to seemingly impossible *social* problems by first identifying their true causes. With the enlightenment that only follows truer and truer identification of cause-and-effect (causality), the foundation is set to create and verify solutions to the long history of stubborn and unyielding social problems.

Happily, others before us—notably Galileo and Newton—solved the supreme difficulty of completing the dynamic strategy of the scientific method of causality identification. But compared to their historic breakthrough of perfecting the scientific

method in the first place, our task is easier. We only have to emulate their bold strategy of discovery and invention. By following the strict steps of the scientific method, win-win theory identifies and verifies principles for creating win-win solutions to social problems large and small. Like all observed principles in nature, they only have to be effectively applied to build solutions to perceived problems.

Win-win theory solves social problems that are unique solutions to the extent that they are always *win-win solutions* and, usually, *win-win solutions to win-lose problems*. Win-win solutions are in sharp contrast to “win-lose solutions” that are always built on overt force or covert fraud. In the end, win-lose solutions—wherever imposed—turn out to be pseudo-solutions. While wearing the mantle of “true” solutions, they provoke *win-lose domino effects* that impose evermore win-lose destruction.

The guiding or governing principles of win-win theory are natural generalizations that ordinary (and extraordinary) people can follow to maximize *win-win success* in every sphere of human activity. These simple principles can be effectively applied by interested people to create incomparable rewards of *win-win success* within their own family, business, community, and even within their own nation. But the priceless value of building *win-win success*—while avoiding the destruction always imposed by *win-lose success* through force or fraud—is not obvious even to astute observers of human action. For this reason, the scope and scale of rewards for governing human action with win-win principles must be revealed and verified through the power and prestige of science.

### **The more important the solution and significant the principle, the less obvious they are**

ONE OF MANY VITAL SCIENCE LESSONS still to be appreciated is that nature’s principles of causality are never *obvious*. They are not even obvious to perceptive observers. Moreover, why principles of win-win success—or any other natural principles—should be so highly prized is not easily seen.

Since the astonishing discovery of the very existence of natural principles through the genius of Kepler and Galileo, we have learned that the simplest solutions to the most complex problems are found in the discovery of simple principles of cause-and-effect (causality). But all principles of nature are difficult to see and hard to find because they are never obvious. If natural principles were obvious and self-evident, we wouldn’t need the scientific method to track them down. Furthermore, natural principles—whether physical, biological, or social—are not even obvious *after* their discovery.

Due to the supreme difficulty of observing any natural principles, the scientific method was followed to build win-win theory by uncovering nature’s hidden principles of social causality. Once identified and verified, win-win principles can be used to maximize win-win success in every human endeavor.

To build convincing arguments for consistent practice of win-win principles that exclude all win-lose gain through force or fraud—whether legally or illegally gained—we must be willing to see beyond popular mythology and conventional wisdom. Such authority proclaims that it is either impossible or impractical to found all social relations and institutions on principles of *win-win gain* for *win-win success*. It declares that social stability and the blessing or peace, prosperity, and freedom are only obtainable when

they are secured by institutionalizing the authority of win-lose gain for win-lose success. To parry such dark and dangerous pessimism, the versatility of the scientific method must be applied to reveal and verify both the utility and equity of all win-win exchange for win-win success.

To build an ironclad case for safeguarding the integrity of *win-win exchange* without the compromise of imposing *win-lose exchange* for any reason, it is necessary to answer two crucial questions: Why do so many seemingly kind people with good minds and good educations actively pursue *win-lose success* through the forced or fraudulent *loss* of others? While at the same time—and in dramatic contrast—why do so many other seemingly kind people with comparable intelligence and educations actively pursue *win-win success* through the *gain* of others without resorting to force or fraud? Can win-win theory as a science of social causality explain the causal differences?

In partial answer to this question, win-win theory shows that when humans pursue *win-lose success* through force or fraud, it is not because they are driven to do so by their *human nature*. As Nature is not our puppeteer, so we are not her puppets. Rather, humans pursue win-lose success by choosing to follow false paradigms of physical, biological, and social causality. In every case they follow *false* paradigms of causality only because they believe them to be *true* paradigms of causality.

Nevertheless, all *false paradigms* are flawed because they are *untrue* models of reality and causality. Their true source can be identified. Invariably, they are acquired through errors in judgement—or they are accepted by *default* without critical analysis of their truth and validity. Yet, all those who embrace false paradigms in their heart of hearts see themselves following *true* and reliable paradigms of cause-and-effect. They heed *false paradigms* for one reason alone: they fully believe they are *not* flawed at all, rather they are *true* models of reality. Sooner or later, however, there is always a heavy—and usually hidden—price to pay for following false paradigms of causality as if they were true. Win-win theory reveals the scope and scale of this unrewarding—if not fatal—price.

### **The high cost of not knowing what you are doing**

CENTURIES AGO, learned authorities with honest aims legalized and sanctified the systematic torture and killing of certain women whom they accused of practicing *witchcraft*. These unfortunate women were charged with the capital crime of securing satanic power from supernatural beings to “spread fatal plagues,” to “make foul weather,” and to commit other crimes aimed, it was said, at harming their righteous neighbors.

In time, through better understanding of the true causes of disease and weather, modern science exonerated these innocent victims who were falsely accused of “witchcraft” and other impossible “crimes.” As it turned out, these women were innocent of all charges of spreading lethal plagues, deadly storms, and a litany of other natural disasters through the diabolical power of witchcraft. Nonetheless, over centuries, hundreds of thousands of women (as well as young girls) were brutally tortured and ritually killed for the alleged practice of witchcraft. It is now certain that they were all tortured and killed by *mistake*.

It is crucial to understand that the atrocious persecution of these innocent women

was not caused by the so called evil human nature of their tormentors or by “man’s inhumanity to man.” Rather, these infamous atrocities were caused entirely by a tragic misidentification of causality by religious, judicial, and political authorities. From the very beginning, they *didn’t know what they were doing*. The entire win-lose policy contrived by the authorities to persecute these alleged witches was a colossal blunder of a magnitude rarely matched in Western history. For this reason, it is critical to pinpoint the true causes of these lethal persecutions.

These innocent victims were accused of impossible crimes for one reason: Their dogmatic accusers embraced *false paradigms of causality*. It is essential to understand that these pitiful women, for the most part, were not falsely accused by those with malicious intent. They were accused by mistake, tortured by mistake, prosecuted by mistake, and executed by mistake. It was all a mistake.

Yet, at the same time, their persecutors were decent people with good minds, good educations, and good intentions who saw themselves as brave guardians against evil. Nonetheless, their goodness and their worthy virtues were not enough to save them from their flawed paradigms on physical and biological causality. In particular, political, judicial, and theological leadership clung to specious “wisdom” on the real causes of bubonic plagues and violent storms. In turn, these mistaken paradigms of causality bolstered authoritarian imposition of the deadliest false paradigm of all time: The *win-lose paradigm: For us to gain, they must lose through force or fraud*.

These notorious witch hunts were fueled by the lethality of the *win-lose paradigm*. Its deadly dogma proclaimed: For the righteous to gain, the unrighteous—these hateful witches—must suffer trial by torture and death by fire. Yet, it is not enough for win-win theory to merely show why the *win-lose paradigm* has been the supreme enemy of humankind. Beyond this certainty, the fallacious claims of conventional wisdom on the utility, equity, and legitimacy of the win-lose paradigm as a necessary civilizing force must be refuted and entirely discredited by the scientific method of causality identification.

As *witch persecutions* were ignited and inflamed by decent people who misidentified causality, so have *war persecutions* been ignited and inflamed by decent people who continue to misidentify causality. Moreover, where *war* is not defined by decent people, it defies solution. *War is win-lose persecution by organized design of entire nations or tribes of people*. As in witch persecutions, war persecutions are born out of colossal human blunders on cause-and-effect. Wars are spawned by mistaken identification of social causality held by good people with good minds who, nevertheless, *don’t know what they are doing*.

To identify the true causes of war—or the true causes of anything else—it is not enough to be bright, educated, successful, and honest. As these virtues alone, for example, can neither create nor mass-produce lasers, vaccines, and automobiles, so they can neither create nor mass-produce peace, prosperity, and freedom. A crucial element of problem solving is entirely missing. What’s missing in this example is a powerful and effective strategy for the MASS PRODUCTION of peace, prosperity, and freedom that displaces war, poverty, and servitude. This is impossible, however, without using effective methods of causality identification in the first place to reach these complementary aims.

On a world scale, it is not only pervasive *war*, but endemic *poverty* and rampant *servitude*, as well, that are advanced by decent citizens with flawed perceptions of

causality. The tragic results of such widespread misidentification of causality (and especially among the educated classes) has proven catastrophic. A share of the deadly domino effects of this catastrophe includes the shameless proliferation of world terrorism. By misidentifying the true causes of war, poverty, and servitude—as well as the true causes of international terrorism—many of those who view terrorism as a heinous and untenable political strategy unknowingly promulgate terrorism, itself, by furthering its essential causes. Clearly, this is not what such decent people had in mind.

Throughout world history, the three prime contributors to human loss and human misery have always been *pervasive war*, *endemic poverty*, and *rampant servitude*. By assuming their natural inevitability, their true causes are obscured. Consequently, these costly afflictions have been furthered, largely, by decent people. With remarkable regularity, they have misidentified the true and real causes of those physical, biological, and social effects that they would most like to attain—as well as those that they would most like to avoid. Where such error is endemic among decent people, it cannot be overstressed: their good will, intelligence, and education alone have not been enough to spare them from the hazards of *not knowing what they are doing* because they have misidentified or misunderstood causality.

By following false paradigms of causality toward *win-lose success*, decent people have now reached the potential to destroy civilization along with the entire human species—by *mistake*. If such a world catastrophe should befall us, clearly, this would be the ultimate and final blunder of all human blunders. Yet, the true causes of this extreme crisis are nearly always *misidentified*. We are risking human annihilation and extinction because intelligent people continue to accept and follow false paradigms of causality—paradigms that were never tested or verified for their truth, validity, equity, and utility. Decent citizens are orchestrating human oblivion by accepting false paradigms of social causality without benefit of critical analysis through the uncompromising rigor of the scientific method.

### **When asked, everyone claims, “I’m all for win-win!”**

WHERE DECENT PEOPLE with good minds and educations have fostered, sanctioned, and imposed win-lose action to reach, for example, the honorable aims of peace, prosperity, and freedom, something always goes terribly wrong. Invariably, the ruinous effects of imposing win-lose confiscation for peace, prosperity, and freedom have included the advance of war, poverty, and servitude upon every civilization. If these upright citizens knew what they were doing—if they understood social causality—surely, they would avoid taking such devastating win-lose action. This includes those who are convinced that their *win-lose actions* are truly *win-win actions*.

You often hear decent people—who sanction win-lose gain—announce with pride, “I’m all for win-win.” At the same time, you will never hear anyone—*decent* or *indecent*—declare: “I’m all for win-lose.” Everyone is for “win-win,” except their semantic contrast between *win-win gain* versus *win-lose gain* is seldom precisely defined.

Because we think with language, imprecise and confused semantics always ensure imprecise and confused thinking. Without precise definitions, fuzzy concepts of “win-win” blur our perception of where *win-win* ends and *win-lose* begins. Semantic

imprecision often leads otherwise kindly people to advocate and participate in *win-lose gain* in the name of *win-win gain*. This is a common consequence of good people failing to precisely define these mutually incompatible aims, especially *win-win gain* for win-win success versus *win lose gain* for win-lose success.

Among authoritarian leaders of Western democracies, those who impose win-lose seizure of wealth and freedom can be heard praising themselves for their “win-win” actions on behalf of the people. In recent decades, many of these win-lose leaders have mimicked the language of win-win philosophy with such claims as, “This progressive legislation enacts win-win policies where everyone wins.” But where such win-lose legislators *seize* the assets and liberty of their own citizens—while claiming a win-win success—this is a flagrant contradiction that echoes the foul duplicity of Orwellian *doublespeak*. The political claim of “win-win success” is bogus because win-win aims can never be reached through win-lose gain, win-lose exchange, or win-lose action. This is always the case whether win-lose action is deemed legitimate or not by its instigators or by anyone else. There is no such thing as *win-lose gain* for *win-win success*.

### **Rejecting flawed claims on the “inevitability” of war, poverty, and servitude**

REACHING *SUCCESS* through mutual gain—without resort to force or fraud—is the singular strategy of *win-win success*. As a chosen path to success, it began long ago with the evolution of early modern humans. But, at the same time, our primal ancestors also sought *win-lose success* through force and fraud. The deliberate quest of win-lose success remains the motive for all acts of theft, murder, and fraud, whether legitimate or illegitimate.

All thieves, murderers, and defrauders are governed by a shared belief in the truth of the *win-lose paradigm*: *For us to gain, they must lose through force or fraud*. The win-lose paradigm is their personal model of reality and their foremost guide to human action. As long as they believe in the truth of this paradigm and hold the attitude that “it works for me” or “it’s great for us,” they will pursue win-lose success through force and fraud. Some who embrace the win-lose paradigm will adopt *illegitimate* and *unlawful* strategies of win-lose success while others, in pursuit of greater respectability, will adopt *legitimate* and *lawful* strategies of win-lose gain for win-lose success.

Since the astonishing revolution of the division of labor that evolved from domestication of plants and animals, decent people—by misidentifying the true causes of those social effects that they most *like* and *dislike*—have institutionalized, codified, and glorified political policies of win-lose gain for win-lose success on an international scale. Such win-lose policies of political confiscation have funded the lavish demands of nationalistic aggression that have imposed war, poverty, and servitude upon every settled continent. This lethal mythology supports the *WAR PARADIGM*: *For our nation to gain, your nation must be forced to lose*.

It is not enough, however, to merely denounce this paradigm as a bogus myth. Because this fatal paradigm is held to be *true*, and especially among educated classes, win-win theory uses the force of science to refute this dire fallacy of the inevitability of war, as well as the certainty of poverty and servitude. This fallacy is refuted, in part, by

showing how the causes of these afflictions can be effectively attenuated and minimized through the win-win power of mutually rewarding exchange.

Effective win-win strategies can be enacted to kindle—often spontaneously—*win-win domino effects* that maximize the causes of peace, prosperity and freedom while minimizing the causes of war, poverty, and servitude. This revolutionary transition can only begin by launching effective strategies for maximizing *win-win success* while minimizing *win-lose success* in families, businesses, communities, and in nations.

Due to the natural simplicity of win-win principles, they can be successfully applied by common people of ordinary intelligence to optimize win-win gain for win-win success in their own family, business, community, and even in their own nation. These win-win strategies can be effectively advanced by any interested persons without scientific terms like “optimization” or “attenuation” having to permeate their everyday language. Win-win theory shows that strategies of win-win success are the only effective and lasting antidotes to war, poverty, and servitude as well as a host of other no less intractable adversities that have defied solution.

### **No laws of nature can bar the advance of win-win gain for win-win success**

IT IS DIFFICULT for students of world history to be anything but pessimistic about the continuum of human misery unleashed by endless war and servitude. These afflictions, in turn, always provoke *win-lose domino effects* that impose privation and poverty upon the people. Usually ignorant of the true source of their own plight, people blame the wrong causes for their dismal conditions. Nonetheless, by relying on a scientific method that always ignores the authority of conventional wisdom for its source of *truth* on causality, there is much room for optimism. Finally, daylight shines at the end of a long tunnel of reverence for mythology and superstition that over millennia have bolstered win-lose policies that reap tragic afflictions. Happily, such win-lose mythology and superstition cannot, forever, escape exposure of its fatal flaws to the true light of science.

There are no laws of nature to bar creation and verification of a *win-win theory* that maximizes the true causes of peace, prosperity, and freedom while minimizing the true causes of war, poverty, and servitude. To fashion a robust theory with the force of truth to reach such aims, it is first necessary to build a *science of social causality* on the steps of the scientific method. Without the penetrating strategy of science to identify and verify the true causes of our acute social problems—as well as lesser ones—there is little hope of building a theory that can raise durable solutions to critical problems.

Without a *science of social causality* to refute social superstition and mythology, the paradigm prevails that intractable forces of Nature foreordain social catastrophes or that they are predestined by our indomitable *human nature*. When learning of the latest human-imposed calamity, we commonly hear the familiar sigh of resignation and defeat, “So, what can you do? It’s human nature?” But it’s *not* human nature. This false paradigm of social causality must be soundly refuted because of its catastrophic potential for universal harm by obscuring the real causes of our most critical social problems. In the beginning and the end, it is not *human nature* that is doing us in, but *human paradigms*—especially, the win-lose paradigm.

### **The ultimate *paradigm shift*: from *win-lose success* to *win-win success***

WHEN DECENT PEOPLE pursue win-lose success, it is not because they are driven to do so by their *human nature*. Rather, they seek win-lose success mostly by *default* because they are unaware of the numerous and diverse rewards of creating win-win success in every human exchange. Where the central social failure behind every social crisis is misidentification of social causality, optimism for the attenuation and eventual extinction of these historic crises can be rationally embraced. Through truer and truer identification of social causality, all humans—whether educated, miseducated, or uneducated—can change their pathway to success by replacing their *win-lose paradigms* with *win-win paradigms*. This is the ultimate *paradigm shift* for reaching benevolent aims by optimizing human potential for win-win success through win-win gain. It actuates and facilitates win-win exchange in families, businesses, communities, and in nations while unleashing *win-win domino effects* that penetrate every sphere of society. These win-win domino effects expand unrivaled magnitudes of universally-beneficial success, namely, *win-win success*.

The solution to creating benevolent and progressive social change is to wield the commanding leverage of the *paradigm shift* to shift AWAY from win-lose leadership governed by the *win-lose paradigm* TOWARD win-win leadership governed by the *win-win paradigm*. This is the revolutionary *paradigm shift* that replaces the causes of war, poverty, and servitude with the causes of peace, prosperity, and freedom. In the end, these long sought aims are brought about by the *win-win domino effects* of win-win exchange for win-win success.

Win-win relations in every sector of society are advanced by creating truer and truer paradigms of cause-and-effect. The quality of family, business, community, and national leadership can be no better than the quality of *truth* that forms each leader's paradigms of causality and reality. From beginning to end, human choice prevails. Human *progress* or human *regress* within every sector of society is decided entirely by the quality of human leadership. Its quality is always decided solely by each leader's chosen paradigms of causality. Are their paradigms of causality and leadership *true* or *false*, *valid* or *invalid*, *equitable* or *inequitable*? Do their PARADIGMS OF LEADERSHIP honor and elevate *win-win success* or honor and elevate *win-lose success*? There is no more pivotal alternative in human leadership.

### **As paradigms go, so goes the family, business, community, and nation**

IN ASSESSING THE EFFECTIVENESS of human leadership to maximize peace, prosperity, and freedom and minimize war, poverty, and servitude, the role of science is critical. From its inception, the scientific method was a dramatic departure from all prior attempts to identify causality. It stands alone as the only nonarbitrary, nonauthoritarian *method* of identifying and verifying the true causes of physical, biological, and social effects. Its

singular strategy even disregards "scientific authority."

The scientific method does not rely upon the prestige of authority to determine what is *true* and what is *false*. Rather, science relies on the prestige of independent verification through individual testing to differentiate between true and false explanations of causality. This total disregard for the prestige of all authoritarian claims for *truth* gives the scientific method its unrivaled power to reach truer and truer explanations of causality without end. It reaches for verified truth without the corruption of unverified "truth" by arbitrary command. In short, science rejects "truth" by authoritarian decree and welcomes truth by independent verification. This is the force of truth and the only truth that drives the scientific revolution. To solve the most difficult and seemingly impossible problems, we have had to apply the scientific method of reaching truth because nonscientific methods continue to fail us. Thus, we turn to the incomparable strategy of science to identify social causality as the necessary key to solving the most challenging social problems. In win-win theory, the quality of human leadership is measured by assessing paradigms of leadership. What is the quality of each leader's model of reality? Are these paradigms of causality anchored to explanations of physical, biological, and social causality that are true or false, valid or invalid, practical or impractical, equitable or inequitable? As these questions on the paradigmatic quality of leadership in families, businesses, communities, and nations are crucial, so are the answers decisive.

The English verb, to govern is borrowed from the Latin *gubernare*, "to steer." Every social domain is *governed* (steered) by paradigms. As paradigms go, so *you* go and so goes your family, business, community, and your nation. It is unavoidable; paradigms govern (steer) the leaders who govern society. In other words, paradigms of causality govern the actions of every leader who, in turn, governs every family, business, community, and nation. In every sector of society, governors are governing by *human paradigms*. They are not governing by *human nature*.

By using win-win theory to maximize win-win exchange and minimize win-lose exchange in every human arena, the diversity of benefits is incomparable. In creating and facilitating win-win gain for win-win success—while avoiding the certain destruction of force or fraud—the equity, utility, and ethicality of the *win-win paradigm* as win-win governor of all human endeavors is verified. The decisive paradigm shift exerting the ultimate win-win influence is the shift AWAY from common belief in the correctness of the win-lose paradigm: *For us to gain, they must lose through force or fraud*, TOWARD common belief in the correctness of the WIN-WIN PARADIGM: *For us to gain they must gain*. The overwhelming power of this *paradigm shift* is the only social leverage necessary to optimize human potential for win-win success in family and business, in community and nation and, thereby, maximize the true causes of peace, prosperity, and freedom.

These seemingly-impossible aims are accomplished not with the *impossibility* of changing human nature, but with the *possibility* of changing human paradigms from false paradigms to true paradigms of causality. All social revolutions—constructive or destructive, progressive or regressive—are powered by *paradigm shifts*. The appalling afflictions of witch hunts, witch trials, and witch persecutions were attenuated and eventually eliminated by paradigm shifts on physical and biological causality made by good people with good minds. And so will the appalling afflictions of pervasive war, endemic poverty, and rampant servitude be attenuated and eventually eliminated by

paradigm shifts on social causality made by good people with good minds.

But truer and truer paradigms of social reality can only follow truer and truer identification of social causality. The *science of social causality* identifies and verifies better explanations of causality to provoke *paradigm shifts* away from trust by decent people in *false* paradigms of reality toward trust in *true* paradigms of reality. The resulting *win-win theory* aims to convince decent people to shift AWAY from their trust in the *unverified* and supposed equity and utility of the win-lose paradigm TOWARD their trust in the *verified* equity and utility of the win-win paradigm.

To stress again, paradigms of causality and reality—and nothing else—govern the leadership of every family, business, community, and nation. For this natural reason, the focus of win-win theory is on marshaling science toward better and better explanations of social causality. This spurs unavoidable paradigm shifts AWAY from false paradigms of causality TOWARD true paradigms of causality. The ultimate *paradigm shift* from quest of *win-lose success* to quest of *win-win success* only need be driven by the irresistible force of truer and truer identification of social causality. The shortest rule of win-win theory is that *win-win works*. But it takes the uncompromising power of the scientific method to verify that where humans aim to *optimize* the blessings of peace, prosperity, and freedom, win-win gain for win-win success works where win-lose gain for win-lose success fails. Win-win theory shows this natural rule of social causality to hold true for all families, businesses, communities, and nations.

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